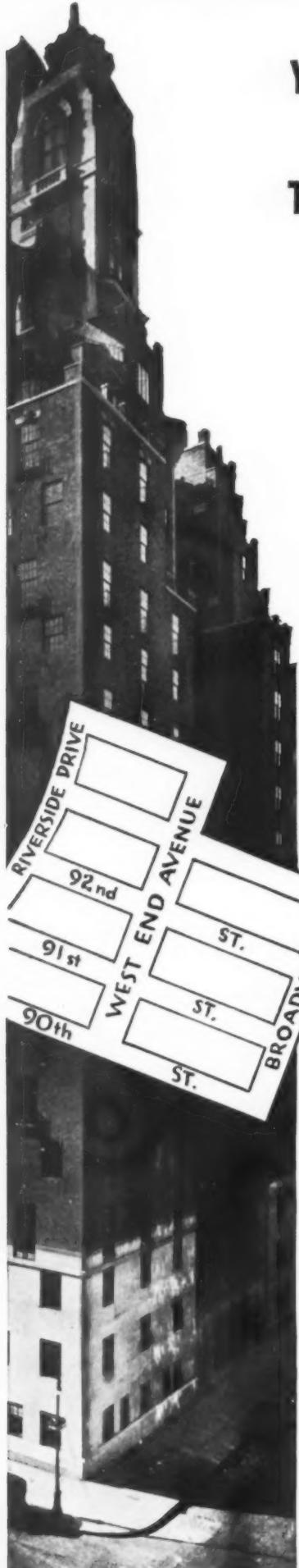


Sales Management

- ★ G-E's Purchasing Agent Gives Fifteen Requisites for a Crack Salesman
- ★ Sales Problems You Can Solve with Premiums for Dealers and Clerks
- ★ Electromaster Taps New Markets with Line Designed for "Judy O'Grady"
- ★ Business-Consumer Relations: A New Department Starting in This Issue
- ★ Significant Trends — Marketing Flashes — Advertising Campaigns — Tips



YOU'D LIKE THEM AS FRIENDS OR PATRONS
THEY'RE MANHATTANITES,
and they love it!

They could afford homes in the suburbs or estates in the country — but they choose to pay premium rentals in towers of stone and steel. They want to be "near the office," yet part of the taxi-riding, theater-going, supper-clubbing night life that is the glamour of New York. And they want to be "just around the corner" from their friends — those whose pursuits are the same.

For these are Manhattanites of the higher rental areas — the world-envied group which works hard at play because it really can afford to!

To advertisers, all of the New York Market is important. But Manhattan is the core! And New York's business backbone is the open-handed spending by Manhattanites — the earn-more, spend-more group which resides in the higher rental areas. Among them the "Taylors" and "Whitbys."

THE "Whitbys" OF WEST END AVENUE

Here are excerpts from our interview with this representative West Side family. (Their signed statement may be seen at our office.)

This is a family of four; the two children being 10 and 5. Their apartment rents at \$150 and requires two servants. The head-of-the-house is a dentist whose practice nets "over \$10,000." Being Manhattanites, this family does the usual round; theater, movies, night clubs . . . boxing matches, football, hockey, etc. They own a 1940 Buick (yearly trade-in) and enjoy a 12 weeks' vacation in Summer.

The Whitbys say of the World Telegram, "Every line is interesting . . . A spirit of individuality pervades the paper . . . it's our most important news-source . . . the ads are exceptionally helpful."

NATIONAL ADVERTISING DEPARTMENT OF SCRIPPS-HOWARD NEWSPAPERS
TWO HUNDRED THIRTY PARK AVENUE, NEW YORK, N. Y.
CHICAGO DETROIT MEMPHIS PHILADELPHIA SAN FRANCISCO

MEMBERS OF THE UNITED PRESS . . . THE ASSOCIATED PRESS
THE AUDIT BUREAU OF CIRCULATIONS, AND MEDIA RECORDS, INC.

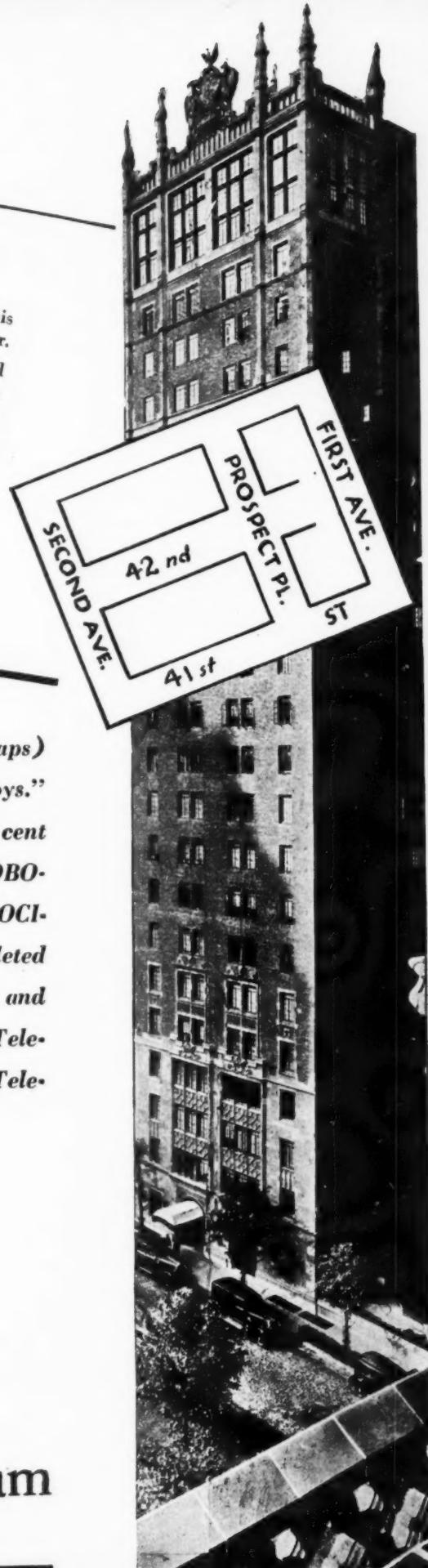


THE "Taylors" OF TUDOR CITY

Of course, Taylor isn't their name. But the interview with this family is on file and we have permission to show it to any advertiser.

This family pays \$125 a month for its apartment. Both Mr. and Mrs. are college graduates. They own a Lincoln-Zephyr '39; belong to boating and tennis clubs and employ one maid. Mr. Taylor has cameras and equipment valued at "over \$1,500." This representative Manhattanite is a utility executive at "over \$12,000 a year;" his wife shops the Fifth Avenue stores and reports a "half-dozen charge accounts."

In the Taylor home the World-Telegram is the every-evening favorite because (quote from both): "It is well made up and well balanced between news and features . . . the first page second section is great . . . the Women's Pages are a decided help."



In the Tudor City and West End areas of Manhattan (see maps) there are 3,013 families like the "Taylors" and "Whitbys." According to our Block-by-Block analysis, 1,170, or 38.8 per cent of them read the World-Telegram! AND . . . FOR CORROBORATION, the noted research agency, FACT FINDERS ASSOCIATES, INC., made a "census" of both areas. They completed interviews with 1,863 of the 3,013 families resident there and found that 39.9 per cent of them all . . . "read the World-Telegram yesterday." (The variation differs from the World-Telegram analysis by only 1.1 per cent!)

BETTER THAN

1 OUT OF 3

New York City families paying
\$100 or more per month rent

READ THE WORLD-TELEGRAM

New York World - Telegram

A Scripps-Howard Newspaper

THE HUMAN SIDE



Mills Is Sure Mellow

No one has ever exactly accused the coin machine operators of these United States of being dead on their feet. Every year several thousand of them meet in Chicago for what they call the Coin Machine Show. This year the Mills Novelty Co., manufacturer of a variety of coin machines, held an Open House Week during the show . . . recruiting visitor groups to the plant (top day about 2,000 of them) and the problem was how to gain the attention of these boys who have seen everything and done everything . . . almost.

Well, the Mills management opened headquarters at the Palmer House and employed a group of young jitterbugs for the *first day*. They clicked so emphatically that they were retained for every day throughout the meeting. Without any planning or prearrangement candid cameras began to come out of pockets.

It didn't take any time at all, or any prompting, before the operators were out there on the floor posing with the swingeroo gals and doing hot stomps. Some of the old boys with creaky limbs, of course, couldn't manage much more than a straight pose. But it was fun, anyway.

Many of the operators brought their wives along and these, entering into the spirit of the occasion, dubbed the doings a "husband's holiday."

When it was all over Jim Mangan, the irrepressible advertising man and idea-getter for Mills, gathered dozens of the candid pictures and issued a "Jam Session" souvenir booklet. Copies were made available to all operators who took part.



Staid business men succumbed to the lure of the jitterbugettes, and cut rugs as frantically as possible. They made up in enthusiasm what they lacked in skill.



For those who couldn't go to town on the dance floor there was the fun of posing thusly—and then bragging about how hot they were.

SALES MANAGEMENT, published semi-monthly, on the first and fifteenth, except in April and October, when it is published three times a month and dated the first, tenth and twentieth; copyright April 20, 1940, by Sales Management, Inc., 420 Lexington Avenue, New York, N. Y. Subscription price, \$4.00 a year in advance. Entered as second-class matter June 1, 1928, at the Post Office, N. Y., under the act of March 3, 1879. April 20, 1940. Volume 46. No. 9.

Mills decided to give its trade paper advertising a tie-in with the jitterbugs and Jim, who is something of a purist himself, asked "Stew" McClellan, one of the jitterbugs, if he could write the copy in jive language. Stew said he could and here it is:

"HEPPEROO!"

"Guys & Gals: Here are the hep cat swingeroos of Chicagoland. Cut with us and we will jive and hit a hot note. This jive box will beat out on the skins a high ride on the mellow side. The jive world is beating it out that the Mills Empress is the hottest box that ever hit a floor." Translation: The new Empress model juke-box or nickel-in-the-slot mechanical phonograph for dance floors and amusement places is good.

Ding Dong, Ding Dong!

That lady with rings on her fingers and bells on her toes is certainly Mrs. A. S. C. Forbes, of Los Angeles. For she produces music from bells in every corner of the United States, and many a foreign country.

More than 30 years ago her husband began making church bells, and built up a good business. When he died, in 1928, his wife took charge, and broadened the line.

Always interested in the Spanish history of California and the Southwest, she gathered information about the old Mission bells, some of them dating back 250 years, brought from Spain or cast by Indians.

Faithful miniatures of these bells were made for sale at the various Missions still maintained, or the towns that had grown up around them. Other historic bells were sought out and copied in miniature for sale through local shops that supply tourists with souvenirs.

Old ranch bells, ship bells, camel bells used in the last century when the United States Government tried camels in the southwestern deserts, early church and school bells—anything interesting in the shape of a bell—were copied for her line. She originated new items in bells, such as a string of zephyr bells, hung in the breeze like an Aeolian harp, and table bells, door bells. Even the humble cow bell was copied as a dinner bell.

Recently, with movie people going in for ranch homes, there has been a demand for ranch bells. And, of course, although church bells may not be heard as often as in other times, nevertheless churches are still equipped with them, and there is a steady demand that comes to Mrs. Forbes because her reputation is international.

In the beginning, when the business was left to her management, she took her miniature bells to the localities where they would have interest, and personally made arrangements with retailers to carry them in stock, well displayed. They sold, and repeat orders took care of this distribution.

Mrs. Forbes' research in bell history gave her so much information about old California that she was invited to speak about bells. Then she wrote several books on the subject, one now in its eighth edition, "California Missions and Landmarks and El Camino Real," and another in its third, "Mission Tales in the Days of the Dons." She is the founder of the California History and Landmarks Club, organized to preserve and mark the state's historic sites.

Many of the historic bells have disappeared, but some have been located and restored to their original churches or missions. Most of the old California bells, while not richly tuned, were interesting in their shapes, their inscriptions and ornamentation, and sometimes for their uses. Besides calling worshippers to church, bells have been cast and used to curse and frighten caterpillars, birds and other destroyers of crops.

During the past dozen years, Los Angeles has become a style center, originating sports clothes and movie fashions. Also, it is noted for its cosmetics, motivated by the movies, and for pottery.

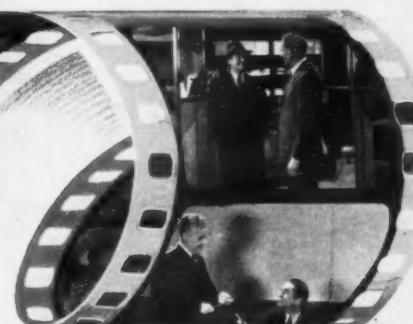
Jamison Handy presents

"The Face in the MIRROR"

("Wonder")



Starring JAMES DUNN



Now available for all sales meetings and all store meetings

In the perilous business of selling, the mistakes made by most sales people are due to their inability to see themselves as others see them. Once the salesman appreciates his mistakes, he is on the road to improvement and more sales.

Such is the thinking behind the new Jam Handy special, "The Face in the Mirror". Both the good and bad things which salesmen do are dramatized vividly. The way to better selling methods is clearly described. This sparkling new talking picture is now available for sales meetings, large and small.

Every salesman should be afforded the opportunity to see his own "Face in the Mirror". Address any of the Jam Handy service offices listed below.

There is nothing
wrong with
American Business
that Better Sales-
manship can't cure

Be sure your Salesmen see this inspiring new talking picture!

The JAM HANDY Organization

Sales Meetings • Slidefilms • Talking Pictures • Convention Playlets

★ New York ★ Hollywood
19 West 45th Street 7046 Hollywood Boulevard
Vanderbilt 5-3290 Empress 5809

★ Chicago
120 N. Michigan Boulevard
State 6758

★ Detroit
2900 East Grand Boulevard
Madison 2450

★ Dayton

702 Mutual Home Building
ADams 8298

★ Boston
250 Park Square Building
DEVonshire 7174

★ Wilmington ★ Cincinnati
322 Shipley Street 921 Union Trust Building
Wilmington 4-3402 Clifton 4123

Of the 15,000

Independent Tire Service
Stations receiving
TIRES Magazine
each month

MORE THAN —

75% Sell BATTERIES

85% Sell Car ACCESSORIES

80% Sell GAS and OIL

That is why TIRES is an excellent advertising medium NOT ONLY for tire and tire shop equipment manufacturers BUT ALSO for the makers and distributors of many other automotive products.

Let us tell you the story of the new TIRES Magazine and why it is more than a trade paper for the tire industry.

TIRES
THE TRADE PAPER OF THE TIRE INDUSTRY

420 Lexington Ave.

New York City



Mrs. Forbes and a few of her old and new bells.

furniture and other wares, keyed to Spanish designs or specially adapted for outdoor use.

These products have stimulated national interest, with the result that large stores now have either their own buying representatives resident in Los Angeles, or get regular supplies through professional resident buyers who conduct a purchasing service for them. Some of the resident buyers are women, but women or men, Mrs. Forbes has utilized the national market thus brought to her door, and sold her products by demonstrating, through small trial orders for distant stores, that bells have permanent human interest, and that people buy them for all sorts of reasons.

Church bells as merchandise are unique, because a church building may last many years, and the church bell, or bells, once installed, will endure as long as the structure, and longer. Church bells weigh from 75 to 150 pounds, and can be had either in standard sizes, or specially cast, with inscriptions and decorations, as replicas of famous old bells, in tuned sets, and so on.

Mrs. Forbes has made bells for churches in China, Australia and other far-flung places, largely as a result of the reputation she has gained. By following construction news, as contractors do, she might be able to keep track of new churches projected in this country, at least, but in selling it is probable that the detail and expense would outweigh the sales. However, by making bells her hobby as well as her business, and becoming associated with them in every aspect, she has established the celebrated path through the woods to her door.

Britches

As masculine as spitting at the pot-bellied stove in the general store, as comfortable as scratching the shoulder blades is that good old American word "britches." But now women have taken it over.

May issues of class magazines will carry half and two-thirds pages on Julius Kayser & Co.'s "Sissy Britches." Mutter as you may at this desecration of a fine male word, here's how copy describes S.B.: "Not a girdle, not a corset—Kayser's 'Sissy Britches' is a new Lastex mesh undergarment that's gloriously cool! A blessing on you lucky young girls who don't need molding—just support. . . . To be comfortable—cool—we've created this jewel—Sissy Britches."

Perhaps the rhyming in the last sentence betrays the New York accent of agency Sherman K. Ellis, or maybe they picked it up in the Kayser office, which is also in Manhattan. Be that as it may, we are fallen upon dark days when women go about in Sissy Britches and men in something called a "Tummy-Hugger." What would Dan'l Boone, Kit Carson and Davy Crockett have said at such goings-on?

SALES MANAGEMENT

Change Your Records
ON KENTUCKIANA



BUYING INCOME

\$~~716,462,000~~

\$795,278,000

. . . and remember that every day you reach 95% of the homes in the market's metropolitan center, a city of more than 350,000, and that every Sunday, one out of three families in the entire Kentuckiana area read . . .

**The Courier-Journal
THE LOUISVILLE TIMES**

REPRESENTED NATIONALLY BY THE BRANHAM COMPANY

OWNERS AND
OPERATORS OF

WHAS

BASIC CBS
OUTLET

Sales Management

VOL. 46, NO. 9

APRIL 20, 1940

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Notes from the Managing Editor's Desk

Tip Brown, district sales manager for the Lehigh Portland Cement Co. in Kansas City, has a hobby that's so closely tied up with his selling duties that it's hard to tell where one leaves off and the other begins. It concerns small towns that have gone to seed—and what those towns can do to rejuvenate themselves. Main Street, says he, needs a face-lifting. A modernization program would start money circulating locally, would create jobs, would get the citizens in the habit of doing more of their shopping at home instead of motoring off to the nearest city. Watch for his article in the next issue: "Wanted: 50,000 Campaigns to Modernize Main Street."

* * *

Our fresh-as-paint contributor who calls himself Brass E. Tacks, and who writes so pertly about the problems of buying and selling newspaper space, has a sizable club of rabid fans among SALES MANAGEMENT's readers. The editors have accordingly decided to reprint a group of his articles in a booklet. If you'd like a copy, send in a request now, because the press run will be limited.

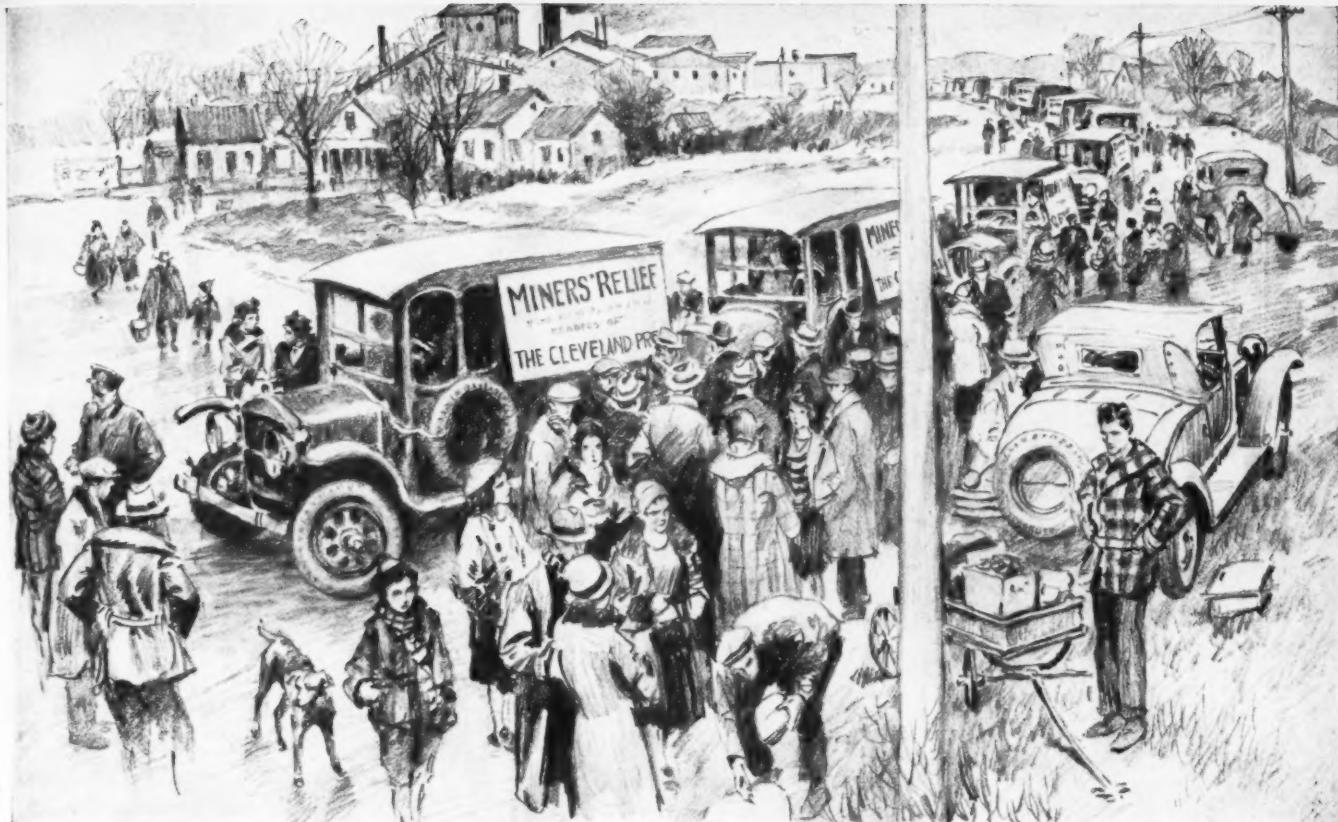
* * *

We start a new department in this issue: Business-Consumer Relations. (See page 38.)

A. R. HAHN

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"You didn't ask if we were right; you asked if we were hungry"

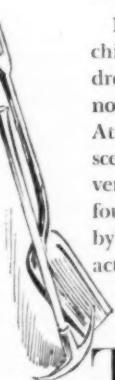
— FROM A LETTER TO THE CLEVELAND PRESS —



THE MINERS' RELIEF CARAVAN illustrates dramatically how completely the spirit of The Press permeates its entire organization and also its readers.

THE REPORTERS said we should do something. The management said we will. The editors worked up the appeal. The circulation department turned its entire distributing force into a collecting agency. And the truck drivers volunteered to a man. They worked overtime every night of the drive. They gave up their precious Sunday. They lost two nights' sleep. They tugged and hauled and did the heaviest possible work without thought of reward, to help people who could never do anything in return—not even buy a copy of their paper.

THE FIRE HOUSES throughout the city became collecting depots. And the people of Cleveland gave generously and promptly because they knew and were part of the spirit of The Press. When The Press asks for help—no matter what the cause—the people of Cleveland always respond.



IN 1928, there was a coal mine strike which centered around the village of Byesville, Ohio—way beyond the territory of The Press, and really no concern of a great metropolitan paper printed 120 miles away. The strikers were not Press readers. The Press owed no duty to the mine owners, the management, or the workers.

But word trickled through that women and children were cold and hungry. That children could not go to school because they had no shoes. Suffering like that was rare in 1928. At no time does it belong in the American scene. So The Cleveland Press investigated, verified, learned particulars. Press reporters found the sizes of shoes and clothing required by the neediest. Then The Press went into action. So did the people of Cleveland.

The following Sunday twenty newspaper delivery trucks of The Press ended the misery of the strikers. Canned food, warm clothing, sound shoes, given gladly by the readers of The Press, were distributed to the sufferers.

In any labor trouble, a newspaper is forced to take sides. Sometimes The Press sides militantly with the strikers, and just as often with the management. And sometimes, when right suddenly becomes wrong, The Press changes sides. No power, influence, or threat against circulation or advertising revenue has ever affected its position.

But when widespread suffering enters the picture, it becomes a question of humanity rather than a question of right. Because The Press is humane, it has **Power—power to do good; power to move goods.**

The Cleveland Press

A SCRIPPS-HOWARD NEWSPAPER

NATIONAL ADVERTISING DEPARTMENT OF SCRIPPS-HOWARD NEWSPAPERS

230 PARK AVE., NEW YORK



Chicago

San Francisco

Memphis

Detroit

Philadelphia

Member of the United Press, of the Audit Bureau of Circulations, and of Media Records, Inc.



READING—chosen American women's favorite pastime in the Journal's nation-wide survey. 40% named reading first.



READING—favorite pastime of 38% of America's men according to their wives' response in same independent survey. Sports, next, got 28%.



Reading Between the Lines...

America's favorite pastime

WHEN audible entertainment came into vogue, some viewers-with-alarm raised the cry that reading would become a lost art. They were wrong.

In the last five years, 14 major American magazines which had already attracted large audiences ALL increased their circulations. Two newly established magazines, Life and Look, then entered the scene (1936) and attained current circulation levels of 2,509,000 and 1,700,000 respectively.

The charts on the opposite page show the increases of the 14 long-established magazines. On these charts, as on the newsstands and in the American scene, you will notice that one magazine stands ahead of all the others.

The Ladies' Home Journal is now attracting the largest paid magazine circulation in the world.

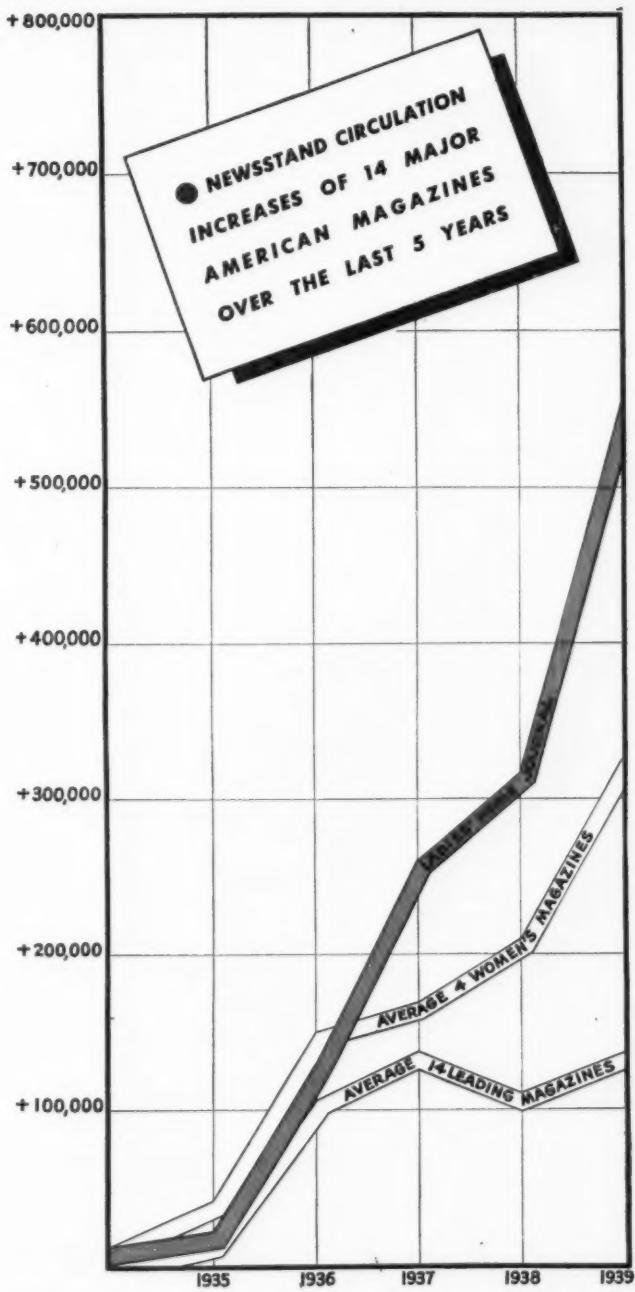
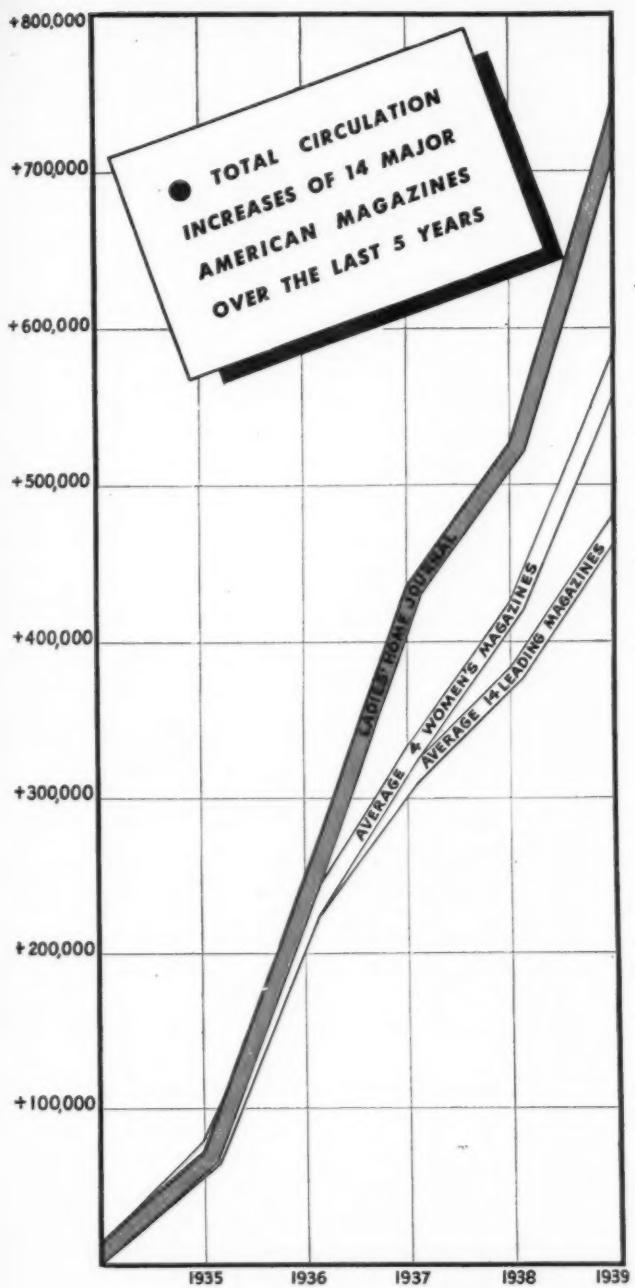
In the last half of 1939 THE JOURNAL GREW FASTER THAN ANY MAGAZINE IN AMERICA, both on the newsstands and in total circulation. Faster than any individual magazine listed on the opposite page. Faster than any newcomer. In 1940 it continues to be America's fastest growing magazine, currently attracting well over 3,500,000 women buyers.

Circulation gains are not the only measure of a magazine's advertising effectiveness. But no one can deny that the more people who step up to buy the magazine in which you advertise, the more will be sitting down to read your advertisement.

THE LADIES' HOME JOURNAL newsstand increases in the last 5 years have exceeded any magazine listed on these charts. It is now bought by one woman in ten in America—read by many more.



AMERICA'S RECORD of 95.7% literacy is one of the world's highest. A reading nation—and a nation of advertisement readers!



MORE THAN 6,000,000 more copies of 14 leading magazines are being sold currently than 5 years ago. Over 700,000 more copies of the Ladies' Home Journal alone.

BELOW ARE LISTED 14 LEADING AMERICAN MAGAZINES — IN THE ORDER OF THEIR SIZE — UPON WHICH THE ABOVE CIRCULATION CHARTS ARE BASED

- | | |
|---------------------------|--------------------------|
| Ladies' Home Journal | American Magazine |
| Woman's Home Companion | Better Homes and Gardens |
| The Saturday Evening Post | True Story |
| McCall's | Cosmopolitan |
| Collier's | American Home |
| Liberty | Redbook |
| Good Housekeeping | Time |

Charts based on figures from A. B. C. Publishers' Statements
for second six-month periods

LADIES'
HOME

Journal

The magazine women believe in—the magazine with the largest paid circulation in the world

a "Housewife" market as big
as Cleveland's is sold every
day by The New York Times in
New York's Profit Half alone



An advertiser with Ohio on his mind would certainly not overlook Cleveland. And advertisers with New York on their minds should not overlook the "super Cleveland" coverage of The New York Times.

Because on any typical weekday, in the Profit Half of the New York market alone, The New York Times reaches more housewives than there are in all of Cleveland—221,840 of them.

And on any typical Sunday, The Times reaches more housewives in the Profit Half of the New York market alone than there are in all of Philadelphia—414,180 of them.

These are some of the facts shown in a study just made by the Houser Associates, independent researchers, among housewives in the high and medium income neighborhoods of New York City and suburbs—the Profit Half of the market.

These facts prove the power of The New York Times to sell goods . . . because they show the strength of The Times among the women who buy most of the generally advertised goods sold here. They show why New York department stores last year placed more upstairs advertising in The Times (everything but bargain basement promotions) than in any other New York newspaper.

Here is a combination of "mass" in numbers and "class" in buying power equaled by few newspapers. It is a combination that spells profit to advertisers who make full use of it.

The New York Times

"ALL THE NEWS THAT'S FIT TO PRINT"

ADVERTISING OFFICES • CHICAGO • DETROIT • SAN FRANCISCO • LOS ANGELES

SALES MANAGEMENT

Significant Trends

As seen by the Editors of SALES MANAGEMENT for the fortnight ending April 20, 1940:

Have We a "Mature Economy?"

QUITE A NUMBER OF PEOPLE feel that the United States is growing old and that progress is naturally slowing down. More specifically, it is pointed out that population growth is declining, that the United States has no more "frontiers," that no new great industries are in sight. From this, says the National City Bank of New York, the argument proceeds that opportunities to invest capital are no longer sufficient to employ the available savings and that with less employment for capital there will be less employment for labor. Therefore, the argument proceeds, the government must assume a larger management of affairs, and, through its own enhanced spending and investment, supply—in part at least—the stimulus heretofore provided by private enterprise.

As an example of the defeatist attitude here are the remarks of a high ranking government official:

"Industry has been enormously developed, cities have been transformed, distances covered, and a new set of economic tools has been given in profusion to rich countries, and in a more reasonable amount to poorer ones. What is strictly necessary has been done often times to superfluity. This full supply of economic tools to meet the wants of nearly all branches of commerce and industry is the most important factor in the present industrial depression. It is true that the discovery of new processes of manufacture will undoubtedly continue, but it will not leave room for marked extension, such as has been witnessed during the last 50 years, or afford remunerative employment of the vast amount of capital which has been created during that period. . . . The day of large profits is probably past. There may be room for further intensive development of industry in the present area of civilization . . . supplying themselves with the full facilities for industry and commerce will give to each of the great nations of Europe and America something to do, but the part of each in this work will be small and far from enough to insure more than temporary activity."

There's a joker in the quotation immediately above, the joker being that we are quoting the lament of the first United States Commissioner of Labor, the Honorable Carroll D. Wright, who wrote the above in his annual report for 1886. Mr. Wright was considered an able economist and was well thought of in his day, but his chief claim to fame today now lies in the above utterance which proved so wrong—and very possibly it should serve as a warning to economists of our own time.



At last week's hearings of the Temporary National Economic Committee Dr. T. J. Kreps, economic adviser to the Committee, made the encouraging statement that invention is a cumulative process, and that as the number of inventions increases the number of possible permutations and combinations multiplies. He said, "This can only mean (barring catastrophes) that we are facing not the end of invention but, on the contrary, an acceleration of the rate of invention. It is entirely probable that we are today on the threshold of a greater period of technological advance than ever before in our history."

His main warning was that technological progress has contributed to concentration of economic power—and that unless technological power is accompanied by economic, political and social adjustments, the national economy will be thrown out of balance. Unfortunately he didn't list

the adjustments which he considered a necessary accompaniment because Chairman O'Mahoney indicated that the Committee is not ready to take up the controversial question of "remedies."

At another point Mr. Kreps asserted, "no industry should even pretend to boast that it has made technological progress except as it measures progress in terms of lower prices it quotes to consumers. These savings from increasing productivity, if passed on to consumers, increase the purchasing power of millions of people and give increased opportunities of employment to millions in business."



The testimony of Charles F. Kettering, vice-president and research head of General Motors Corp., was likewise on the optimistic side. He predicted advances in technology which will carry the economic system of this country into new high ground and assure a "boundless" future. When asked by Committee members whether he could see anything at this time which might take the place of the part played by development of the railroad, automobile and radio industries during the progress of the past 75 years, he replied that he did.

He told the Committee that with the new type of Diesel locomotive "you could re-do the railroads—go around the second time." In the housing field, he said he could see air conditioning contributing to a "tremendous industry," although it is not yet perfected. He told the Committee "a lot of people are gloomy today" who should "look ahead." He pointed out that business executives have learned to spend money to give research men in laboratories all over the world "the opportunity to think." He characterized this as "mass production of ideas" and "team play in an immense effort to readjust our economic system so as to put to work our excess of men, money and materials.

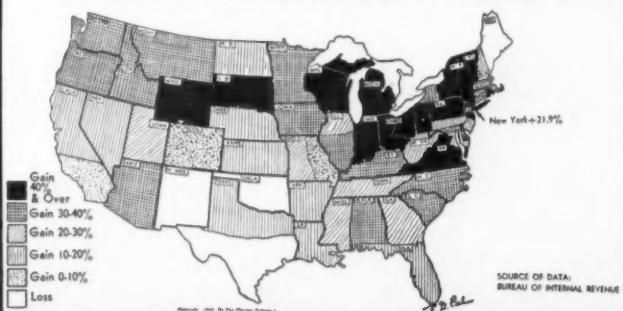
"If we had brains enough to get out of the cave, I think we can keep from going back into it," he declared.



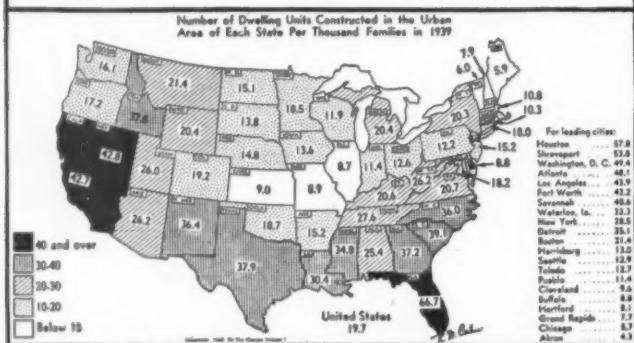
Mature economy or no, the list of companies which in 1939 topped the sales volume of '29 is most impressive: Most of the chemicals, most of the oils, most electric utilities, most chains and variety stores.

Collections from the First Installment of the Income Tax in 1940 and 1939

Percentage of Increase or Decrease in 1940 Over 1939 Based Upon 1st 20 Days of March



Amount of Residential Building in Relation to Population in 1939



Down 4% or Up 13%?

LAST FRIDAY TWO NEW YORK MORNING PAPERS, as usual, reported on freight car loadings for the week. One headlined the total as a decline of 4%, the other as an increase of 13%. The first paper based its comparison with the preceding week of this year, the second one with the same week in 1939. It's probably too much to ask that all economists and financial editors should use a similar basis of comparison, but the fact that they seldom do use a common yardstick adds to confusion and in this case, unwarranted pessimism. Ever since the first of January, the prophets of gloom have found evidence for their beliefs in week-to-week declines in manufacturing activity.

They have ignored the fact that even at the lowest point reached in this year's decline, the figures on both production and distribution were markedly ahead of last year. Last week, for example, automobile output declined slightly from the previous week, but remained above the 100,000 car level and was 17% ahead of that same week last year.



The General Motors first quarter report, just issued, shows that the company sold more cars January to March inclusive than in any other similar period in the history of the company. Sales of new cars and trucks in the United States and Canada totalled 549,182 as compared with 431,057 for the same months of 1939, 243,986 in 1938, and 393,202 in 1937.



Labor employment figures are slow in coming through and we don't know what the March figure was, but in February there was a fractional shading off from January in manufacturing personnel totals. But—and this we consider more significant—there were 1,000,000 more employees at their jobs in February, 1940, than at the same time a year ago.



Subscribers interested in making the most effective use of their Summer advertising dollars might well ask George Bijur, Inc., 9 Rockefeller Plaza, New York, for a copy of "Check List for Summer Advertising." Sixteen ideas are outlined of which these are typical:

A. A million people leave New York City every Summer week-end; other cities lose a proportionate amount. Is your advertising schedule geared to this shifting about of population? Does your campaign make the most of the needs and requirements created by America's "week-end habit"?

B. Daylight-saving time probably causes a greater change in the day-to-day habits of people during the Summer than any law ever passed . . . less time spent indoors, longer evenings, "afterwork" activity for millions of people. Does your Summer advertising fit into the changed pattern of people's listening and reading habits?

Retail Sales Gain, Too

DEPARTMENT OF COMMERCE FIGURES show that during the first two months of the year sales of independent retailers were 9.8% higher than the same period last year. For the February month the gain was 11.2%, with the following lines of business well above average: Motor vehicle dealers, 26.6% up from last year; household appliance stores, 17.2%; jewelry stores, 12.6%; sporting goods dealers, 12.5%; radio and music stores, 11.9%.

Note well that all of the above average gains were in so-called "luxury" lines and the significance of this is that people who are discouraged and worried over the future put off purchasing items of that kind.

Sales of wholesalers in February increased 12.1% as compared with the same month last year with inventories (at cost) up 9%.

New Features in SM

ON PAGE 38 OF THIS ISSUE readers will find the first installment of a regular feature called "Business-Consumer Relations," which will provide a running factual story, with interpretative comments, on activities of the so-called consumer movement. Business leaders as a whole have been slow in appreciating the significance of this movement both as applied to private enterprise as a whole and to their own businesses. Even the majority of those who have sensed the importance of the movement have not been able to combat it with any degree of success and we think that the April issue of Consumers Union Reports calls the turn on their lack of success.

Speaking of the same Stephens College meeting which is discussed in our new department, Consumers Union says, "Does the advertiser know what the consumer movement is all about, what it wants, why it wants it? A movement based on the interest of the buyers of the nation has a lot of intricacies to it. Do the advertisers understand them?"

Advertisers simply haven't taken the trouble to figure out what consumer representatives are really thinking about or looking for."

The man who will edit the new department of SM was characterized the other day by the executive vice-president of one of the largest national advertisers—and a man who does appreciate the importance of the consumer movement—as follows: "He knows more about the subject than any man in the country. He is better able than any man I know to reconcile the interests of both consumers and business. He is fearless and he is honest."



Starting in the May 1 issue SALES MANAGEMENT will introduce a new and highly valuable feature in connection with the monthly Current Effective Buying Income page. The estimates of current and future effective buying income for the nation and for sections and states will be continued and, in addition, a new column will list "high spot cities" for three months ahead. More than 250 cities are being analyzed currently for their effective buying income, through the method that proved so successful over a period of years in our annual Surveys of Buying Power, and the forty cities each month which make the best showing as compared with the national average will be featured on the page.



Preyer



Lindsey



Wright



Waters

ALLAN T. PREYER has been named executive vice-president in charge of new product development of Vick Chemical Co., New York office. Formerly he was operating v.p. He has been with the company since the First World War. Last year he served as chairman of the board of the A.N.A. At the same time, Vick promoted Hugh D. McKay and Henry B. Yates. The former is now executive vice-president in charge of personnel. Serving with the company since 1916, he was most recently operating v.p. in charge of foreign sales. Mr. Yates' new position as vice-president in charge of sales and advertising is the result of 26 years with Vick.

JAMES LINDSEY, formerly western sales manager of Stephen F. Whitman & Sons, Philadelphia candy manufacturers, is now general sales manager. He joined the firm in 1926.

NORTH A. WRIGHT, for several years advertising manager of Libbey-Owens Ford Glass Co., Toledo, heads a new division designed to consolidate and increase various sales promotion activities. As general sales promotion manager he will assist the firm's product promotion managers, develop sales training programs, etc. Carlton K. Matson, director of public relations will add to his responsibilities by heading the advertising department.

C. B. WATERS moves from sales manager of the San Francisco office to the general sales management of the typewriter division of Remington Rand, Inc., Buffalo, N. Y. He joined the old Remington Typewriter Co. in 1896, working upward in the sales organization. He has been in San Francisco for the past nine years, and will have to trek a long way to the home office.

NEWS REEL



Vaughn



Hickok



Randall



Taylor

RALPH VAUGHN, who until recently was eastern district sales manager of Schick Dry Shaver, Inc., Stamford, Conn., has joined Sagamor Metal Goods Corp., New York, as vice-president in charge of sales.

WARD R. HICKOK, former vice-president and general manager of Stromberg Time Corp., has joined TelAutograph Corp., New York, as general sales manager. He served with Stromberg, and the predecessor Stromberg Electric Co. for 16 years, and has been a director of the Office Equipment Manufacturers' Institute for the past several years.

I. S. RANDALL, eastern region manager of Transcontinental & Western Air, Inc., has been appointed assistant to the chairman of the board, T. B. Wilson. He will retain his headquarters in New York. Before joining TWA, Mr. Randall was an executive of the Blackman Advertising Agency, and prior to that was a sales executive of General Foods.

HERBERT B. TAYLOR, former assistant ad and sales promotion manager of Northwestern Yeast Co., Chicago, advances to ad and sales manager. His new duties will be especially concerned with promoting a new yeast, "Maca."

Photograph of Mr. Preyer by Blank-Stoller; Mr. Randall, by Ben Pinchot



Black Star

Mr. Erlicher's ideal salesman *knows* his product and his industry. His selling is in terms of helping his prospects solve their problems. He spends little time in back-slapping, bragging, or discussing the ball game or "Confucius say . . ." Yet, in spite of being such a dull fellow, he gets as much time as he needs with even the most consistent "Mr. Jones is in conference" p.a.'s.

G-E's Purchasing Agent Gives 15 Requisites for a Crack Salesman

Salesmen sell—and the purchasing department buys—and in the case of General Electric the amount is approximately one hundred million dollars a year. Here one of the biggest buyers in the world takes the successful salesman apart and shows how and why he ticks. The article is abstracted from a talk given by Mr. Erlicher before district sales representatives of G-E.

BY

HARRY ERLICHER

*General Purchasing Agent,
General Electric Co., Schenectady, N. Y.*

AT A purchasing agent's meeting, held a couple of weeks ago, the chairman of the meeting read aloud 20 or 25 reasons why salesmen lost business, and the purchasing agents were asked to vote 1, 2 and 3 as to the reasons which were found most prevalent. When the votes were counted, I was very much surprised to learn that the outstanding reason by a majority of at least 3 to 1 was that the salesmen talked too much.

I was surprised, not that I don't agree that a lot of salesmen talk too much, but because if necessary there are so many very nice ways to bring

his talk to a conclusion and ease him out of your office. Of course, all of us have had the rare experience of the high-pressure salesmen breezing into our office like a mob scene, starting right off to talk, and high-pressuring us so that he doesn't give us time to ask a question or place an order. Occasionally he just talks himself right out of an order.

1. Stick to the Subject

I don't object to a salesman talking, let us say, too much if his talk is orderly and if he confines it to the subject being discussed, and if he will let

me break in once in a while to ask him questions, or to make a memorandum, or to place the order. And when I say confine it to the subject, I mean omitting—"How's the family—the golf game—vacations—or the latest Confucius story"—unless, of course, he gets some encouragement from the buyer.

2. Know Your Product

The second reason given by the buyers for salesmen losing business was that the salesman didn't have a complete story. Their attitude was "That's the way the home office quoted, and that's all I know about the wheelbarrow." That is, they couldn't answer pertinent questions that the buyer logically asked, except by taking it up through the home office. Of course, that is bound to happen with the very best salesmen occasionally, but I wish to stress particularly that it is most important for the salesman to learn everything he can about products he is selling and their application, so as to be able not only to answer questions but to advance valuable and pertinent information that will sell his products to the buyer.

3. Help the Buyer

The third reason the purchasing agents gave is analogous to the second: The salesmen didn't know their product. I would make the latter rea-

son No. One. In my opinion, the No. One qualification for a salesman is "Know your product"; the No. Two qualification is "Help the buyer." If you have these qualifications you cannot fail to impress the buyer and the men in the factory who have so much to say about what equipment shall be used. If you, the salesman, do not know your product, the buyer may receive you cordially but will send you on your way as rapidly as possible. That is one thing a busy buyer must learn to do with the larger percentage of mediocre salesmen who just drop in for no good reason.

A salesman must keep posted and up-to-date on what is constantly being done by his engineering and research departments to improve the products which he is selling. With the understanding, of course, that we are purchasing from reliable and responsible firms, we purchasing agents want the salesmen who call on us to know their products, the policy of their house, and something—yes—a lot—about our needs. The salesman who is courteous, truthful, and considerate, and who presents his proposition quickly and in a business-like way will receive the greatest consideration.

We like to see the salesman who can present new ideas, keep us honestly informed as to market conditions, and, last but not least, help out on special or unusual problems. If a properly trained man will strive to show his customers methods in reducing costs, improving quality, and increasing efficiency, then his interviews are bound to be more effective and to show results.

It is in an atmosphere of this kind that the most valuable information is picked up by purchasing agents. Such information usually is or should be passed on to the various manufacturing and engineering departments, to be used by them in the never-ending campaign to make better equipment at lower cost. If you don't do these things, some bright, energetic, ambitious competitor of yours will—and he will take the business away from you. I have seen it happen time and time again.

4. Understand Product Design

You must have many cases where competition is very severe and also lower in price. There is desirable and actually essential knowledge that the salesman must have in such cases. In what respect is your apparatus superior to your competitor's for the particular job? Why did your engineers decide upon the best material for the job regardless of cost, such as stainless steel costing 30 cents a pound; or

where a stamping might have proved satisfactory but a forging was decided upon to obtain a higher safety factor?

Are you familiar with the safeguards taken by your engineers to make certain that materials used in your apparatus are of proper quality and best serve a given purpose before they become a part of the engineering specification? Do you know of the test methods followed to be certain that all shipments from suppliers are up to the required quality standard before being released for production? Are you familiar with the precision standards which are established for all moving parts, and with the test methods and costly instruments which are employed for checking the accuracy of these parts?

5. The Customer Is Not Always Right

While it seems to be an accepted principle of selling that the customer is always right, this should apply only when the customer's position is reasonable. There will be occasions, and perhaps many of them, when the customer's demands, usually with respect to material not complying with specifications, are not justified.

In such cases the salesman should be loyal to his company and stand up for his rights. A real buyer will recognize the justice of his position. Usually it is not the buyer who is stubborn, but someone in the factory who is at fault, and who is trying to place the responsibility on the seller.

6. Don't Gang Up

Lately it seems to be a habit for the regular salesman, when he calls, to have with him one, two, or sometimes three associates. It sort of gives the buyer the feeling that he is being ganged. I don't know the purpose of



Calls from ten thousand salesmen a year—six thousand of them the common or garden variety—have made Mr. Erlicher neither man-handler nor misanthrope. "There are so many very nice ways to bring a salesman's talk to a conclusion and ease him out of your office."

this unless it is to give a couple of men a free trip on an expense account; because, unless there are some unusual circumstances, I believe that two men, namely buyer and seller, can talk more constructively and intimately and can accomplish more than one buyer against three or four sellers. I think the buyer actually sort of builds up a defense when he is up against a gang.

7. Prepare Your Sales Talk in Advance

Boiled down, the time you have available for talking to the buyer is but a few hours a day. When you deduct from this figure the time required to travel from one concern to another or between cities, there isn't much time left for actual selling.

This leads up to two things which I would like to emphasize: You should utilize what we might term waste hours in preparing your subject, so that when you do get in to see the buyer you can present your story in a concise, efficient manner. You will find that the buyer is appreciative of such thoughtfulness.

8. Discuss Your Goods, Not Yourself

Talk your goods, not yourself. Before you call on a buyer, sit down and plan your visit. It is unfair to the buyer to take his time just dropping in to pass the time of day, or to see if there is anything on his mind, or any of that sort of stuff. After all, isn't it a fact that when a salesman sits down with the buyer, these two are really a committee to study, investigate, and decide on the best, most economical and soundest thing to do for the best interests of both companies?

I feel that above all else, the salesman, when calling on a buyer, should act in a *natural* manner. He should be friendly and courteous, but, at the same time should maintain dignity.

9. Let the Buyer Make the Overtures

Introduce yourself fully and distinctly, and don't depend on the buyer to remember you from your last visit. There are many reasons why it is desirable for a salesman to be friendly with the buyer, but, to my mind, while you should give the buyer every opportunity to become more friendly, the first overture for something more than a business relationship should come from the buyer. A salesman who has been able to demonstrate his willingness to be of assistance to the buyer in solving his problems will soon find that the buyer is not only willing but desirous of creating a more friendly relationship.

A real buyer is primarily interested in your product and your company's standing. Of course, the fact that he likes you is important, perhaps, but decidedly secondary. The buyer is naturally interested to make certain that he is buying his materials at as low a price as anyone else, and that the seller is not realizing an exorbitant price for his products. He will ask pertinent questions with respect to prices and costs. Under such circumstances, try to be frank and honest, and don't try to surround your answers with a lot of secrecy.

10. Don't Promise More Than You Can Deliver

Some salesmen do not seem to have a full conception of their duties. They do not realize that in the eyes of the buyer the salesman is the company, and he must be familiar with and uphold the reputation of that company—for fair dealing, honesty, etc. Often the salesman is the only link between buyer and seller, and he personally should make sure that all obligations, service, delivery, etc., that come up after the order is placed are fulfilled.

11. Be a Good Loser

Every buyer has to hand out a lot of disappointments—in fact, more disappointments than orders. All good salesmen must be good losers, and if the buyer is frank and honest with them as he should be, doesn't kid them along nor encourage them into thinking that they are going to get some business when he knows that they are not, I think the buyer is doing a good job of selling his company.

About 10,000 salesmen call on the G-E every year. Probably 6,000 of them are just the garden variety who play a fair game of golf, have an expense account, know very little about their product, and are not much interested in the buyer's problems. That type of salesman is received pleasantly and sent on his way as rapidly as possible. Of course your idea of a salesman's Utopia is not to be received pleasantly and sent on your way.

12. Stuffed Shirts Not Wanted

The most successful salesmen must represent reliable, responsible companies. Many times, however, reliable and responsible companies are poorly represented. This is often because the salesman representing this reliable and responsible company is a stuffed shirt—a cold, unresponsive order-taker. Often he doesn't feel that he has to sell his product, but operates on the basis that "we give them business and therefore they should hand us business

on a silver platter." In my opinion, regardless of trade relations, responsibility, and reliability of your house or any other reasons, you still have to do a good job of selling—or else.

13. Do Not Bluff About Your Products

Do not bluff about your products—if you do not know, say so, but for heaven sakes don't let it go at that. Tell your customer that you will find out and will let him know by wire if it is urgent.

14. How Often Should the Salesman Call?

The average salesman calls too often on the man he likes, and not often enough on the tough bird he doesn't like. Of course, it is just human nature to do these easiest things, and somehow or other we don't quite get around to the tough ones. I don't suppose we will ever correct that, but it is worthy of a lot of thought and effort. From a buyer's standpoint, it is just as objectionable to have the salesman call too often as not often enough. Personally I would think this is a matter that could be very readily settled between the salesman and the buyer. I don't think you should hesitate to ask the buyer's judgment as to the value of the calls made

upon him, and how often they should be made.

15. Don't Brag About Contacts

Another bad practice on the part of some salesmen is to acquire a tendency to gossip, particularly in club cars, hotels or other places which they may frequent in company with their fellows, to impress their friends with their ability, let it be known how friendly they are with such and such a buyer and how much business they obtain monthly or annually.

Such statements may be true or they may be exaggerated, but in some way or other they usually get back to the buyer involved and sometimes are used to the detriment of the individual telling the story, or his company. In the final analysis, what good could come from such gossip?

Picture of a Salesman I Like Most

I respect most the salesman who knows his product and the new things that are being developed by his company or his industry; the man who shows interest in my problems and who can help me solve them through mutual cooperation. I will give all the time necessary to this type of salesman—yes— evenings, Sundays, or any other time.

Advertising Campaigns

[Old and New Products as Promoted in Newspapers, Magazines, Radio, Displays and Dealer Helps]

Take It or Leave It

—Is the title of a new quiz program sponsored by Eversharp, Inc., Chicago pen and pencil firm. It starts April 21 on 27 CBS stations, and will be heard Sunday evenings, 10:00-10:30.

The novelty angle is that each of seven contestants has the right to compete "double or nothing" for his prize, after winning the initial prize of \$1 with his first correct answer. If he chooses, he may continue trying to answer questions—with the double or nothing stipulation—up to seven questions, or a total prize of \$64. Lost prizes go into a jackpot for which all contestants compete at the end of the program. Bob Hawk will be m.c.

Biow Co., N. Y., prepares the commercials for Eversharp.

Glass Shower

Corning Glass Works, Corning, N. Y., will urge sets of "Pyrex" glassware for bridal showers and wedding presents during May and June. Copy

is to run in *This Week*, First Three Markets Group, S. E. P., *Ladies' Home Journal*, *American Home*, *True Story*, *Prevue*, *Household*, *Modern Magazines*, Fawcett Women's Group, Macfadden Women's Group.

Gift sets, as well as individual pieces of Pyrex, are to be featured, say BBDO, Buffalo, agency in charge.

First Lady on Air

Mrs. Franklin D. Roosevelt will appear twice weekly for Sweetheart toilet soap on 31 NBC stations, beginning April 30. Manhattan Soap Co., N. Y., sponsoring, will also use newspapers in every city in which the program is broadcast and in cities within the primary service areas of individual stations. Agency: Franklin Bruck, N. Y.

This is the fourth sponsored series on which the lady who is called "Public Energy No. 1" has appeared. She has done two stints for Lamont, Corliss & Co.—in 1932-33 and again in 1937—and for Simmons Co. in 1934.

For Sweetheart soap she will talk on subjects of interest to women. The time is from 1:15 to 1:30, EDST. Proceeds will again be turned over by the First Lady to the American Friends Service Committee, a Quaker charity group.

Vitamized Liquor

Some 45,000,000 gallons of whisky drunk at bars was taken neat with a chaser, Ross Federal Research estimated in 1937. How much of the nation's total of 93,116,000 gallons of alcoholic beverages was drunk with a chaser alone no one knows. But these big figures give some indication of the size of the market for V.V. Vitawater.

That sparkling water (product of Vitamin Beverage Corp., N. Y.) contains 200 international units of Vitamin B₁ and 100 gammas of Vitamin B₂ in each 12-ounce ten-cent bottle. V.V.V. banishes hangovers, or at least minimizes them. So announces Vitamin Beverage Corp., in Manhattan newspapers, in the *New Yorker*, *Cue*, *Esquire*.

Naturally, the company doesn't say this in so many words, but the implication ("helps prevent the onset of many undesirable after conditions") is plain. And it has plenty of medical authority to support it. Dr. Norman Jolliffe, of N. Y.'s Bellevue Hospital, where a larger number of alcoholics are treated than in any other hospital in the land, is but one eminent physician who has found that Vitamin B is "exceedingly helpful" in treating alcoholics. He suggested that distillers add vitamins to liquor, but the FAA said no—loudly.

Vitamins in a chaser are O.K., however. Charles E. Walz, bio-chemist and writer of *Caterer & Liquor Retailer*, has told readers of that trade paper about tests of V.V.V. in N. Y.'s Hotel Biltmore, and has predicted a brilliant future for it. The company, through Maxon agency, N. Y., urges V.V.V. with meals, as well as with liquor. Distribution at present is confined to Gotham.

Overalls, Shirts, Pants

H. D. Lee Mercantile Co., Kansas City, tried color ads last year for its color-matched shirts, and pants, with favorable results. Hence color pages will be used again in *S.E.P.* and *Look*, plus b. & w. copy in some 50 other national magazines, including fiction, labor, and farm groups. Ferry-Hanly agency, K. C., is in charge.

Nearly 90% of Lee's business is on its best grades of garments, according to C. A. Reynolds, g.s.m., proof that workingmen are looking for high qual-

ity and appearance even in work clothing. Increasing sales of matched work shirts and pants are sprucing up the sons of toil.

But because millions still swear by the pocket-studded overall, Lee will give away between 500,000 and 1,000,000 pairs of miniature overalls and cowboy pants. Cut from the same cloth as the actual garments, the reproductions are pinned on as lapel ornaments at cornhuskings, state and county fairs, rodeos and similar rural gatherings. Pretty girls do the pinning, saying as they do so, "You can buy Lee overalls at your favorite store" or some similar phrase. Each replica has the Lee name and a descriptive phrase or two on it.

At a Kansas cornhusking last Fall over 30,000 of these lapel advertisements were eagerly accepted by the crowds. The girls who pinned them on rode in a car which carried two pairs of overalls 18 feet high. This giant size overall has long been a Lee trade-mark for store displays.



This window display—despite its natural look—is made of wood. Artist George Petty, whose luscious ladies are famous, carved the legs in clay. They were reproduced in wood, and are sold for window and point of sale display by W. L. Stensgaard & Associates, Chicago. The picture shows how Harry Eastham, display director of Burdine's, Miami store, used them to sell hosiery.

Honey Maid

National Biscuit Co., N. Y., has started the largest campaign in its history for "Honey Maid" graham crackers. More than 100 newspapers in the eight Far West states and Hawaii will carry b. & w. and color copy. Bottsford, Constantine & Gardner, San Francisco office, is the agency.

"The Graham that's Good for Growing Children" is the theme, with pictures of happy, vigorous boys and girls at play and munching Honey Maids for illustration. Hollywood movie kids, both stars and extras, posed for the latter. A four-page,

two-color broadside for dealers describes the campaign, suggests displays and tie-ups.

Clippers

Pan American Airways takes off on its first national ad campaign with a series of four-color spreads in *S.E.P.*, *Newsweek*, *Time*, *Collier's*. *National Geographic* is to be added to the schedule when the series continues as four-color pages.

This first series is institutional, with illustrations of pioneers of the past and copy that says: "America's pioneering goes on . . . by flying Clippers. . . . Truly the Pan American Clippers are America's Merchant Marine of the Air. Yet the saga isn't finished nor the pioneering complete. There are still new horizons to cross, with ever keener and constantly growing foreign-flag competition."

Later, as the company's new planes are put into service on expanded routes, a direct selling campaign is to break in some 16 class magazines and newspapers of major air travel markets. BBDO, N. Y., has the account.

Hindsight and Foresight

That co-op ad campaign by the Institute of Life Insurance (the first such for insurance firms) will get under way April 22, not the 15th as announced here last issue.

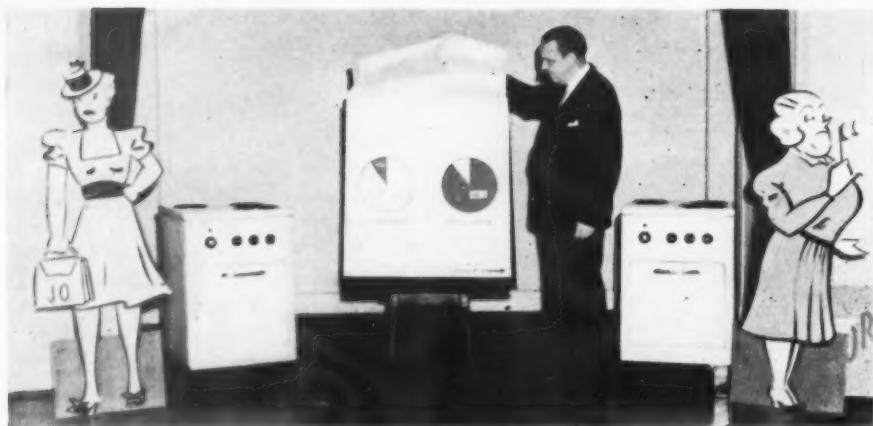
It will be a column of comment titled "Hindsight and Foresight," signed by Holgar J. Johnson, Institute president, and will appear weekly in 259 papers of 164 cities until 1941. Space will average 175 lines. Objectives: "To inform the public on the general aspects of life insurance; to build up the agent as a service man and establish the need for salesmanship in life insurance." J. Walter Thompson, N. Y., is the agency.

Pepsi-News

Pepsi-Cola Co., Long Island City, will sponsor news broadcasts over all 112 Columbia stations thrice weekly—the largest single network ever to be used by a regular commercial series.

Beginning April 30, the news nuggets will be heard Tuesday, Thursday and Saturday at 6:00-6:05 p.m., EDST, with re-broadcasts at 10:55 and 11:00 for other time zones. Ten of the CBS stations carrying the six o'clock program will also broadcast it at 11:00 p.m. They will carry a new program because of the news changes during the interim. (That's ample time to remake half the map of Europe.)

Newell-Emmett, N. Y., is the agency.



Gerald Hulett, vice-president in charge of sales, makes a presentation of Electromaster's new "Judy O'Grady" line. The thin gray wedge of the pie chart at left represents the market for electric ranges among the country's comfortably-fixed Colonels' Ladies . . . the rest of the pie, the practically untapped market among less-than-\$250-a-month income families.

Electromaster Taps New Fields with Line for "Judy O'Grady"

Electric ranges at \$50 to \$70 are accounting for a third of this Detroit firm's volume. A humorous presentation explains the line to dealers. Hence: More new accounts in four months than in the previous two years.

LAST November, Electromaster, Inc., Detroit, brought out an electric range to sell for \$50 to \$70, installed. This was a sensationally low price, calculated to make electric cookery available to a vast new market, but the announcement created no great excitement at first.

Then the "Judy O'Grady" presentation was introduced and the industry suddenly became interested. Now the new line is accounting for upwards of a third of Electromaster's volume, and this is practically all plus business.

The presentation is in two forms: A pyramid portfolio and a large easel chart. The text is the same and both are in color, with many humorous cartoons to illustrate the facts presented. The easel presentation is supplemented, though, by two life-size cutouts representing the characters of the Kipling poem.

The presentation begins with a jingle about the Colonel's Lady and Judy O'Grady and stresses the fact that the latter has the same wants and desires as the former; hence, when the Colonel's Lady buys an electric range, Judy O'Grady determines to possess one also. Unfortunately for her, though, she finds that electric ranges are entirely beyond her purchasing power. The Colonel's Lady represents

the less than 12% who have an income of \$250 or more a month; Judy O'Grady represents the 88% whose income is less than \$250 a month.

The presentation then reviews results of a survey of Chicago made by *Time* magazine, revealing that 25% of the families earn \$175 or more a month, another 25% earn \$120 to \$174, and 50% earn less than \$120 a month. A Government analysis of distribution by income groups for the country as a whole reveals that 11.7% earn \$250 or more a month, 55.1% earn \$54 to \$249, and 33.2% earn less than \$54 a month.

Another chart stresses the fact that only 9.6% of the wired homes of the country have electric ranges, as compared with a high percentage of saturation for electric refrigerators, radios, and other electric appliances. This, it is pointed out, is owing chiefly to the fact that electric ranges heretofore have been out of reach of the mass market. A sketch of a dealer's store shows a sign on the window saying, "All with incomes of less than \$3,000 a year keep out."

When Judy O'Grady is unable to find an electric range at a price she can afford to pay, she turns to a range of another type which looks well but does not have the advantages of elec-

tric cookery, and she is lost as a prospect for the next ten years, or until the range she buys wears out.

Electromaster Corp. was formed about ten years ago for the purpose of producing and marketing an electric range at lower prices than those then prevailing. It was successful in so doing and prices have been materially reduced since then. But even Electromaster was catering only to the Colonel's Lady so long as its lowest price was above \$100. Now 9.6% of the 11.7% whose income is \$250 or more a month have acquired electric ranges; the Colonel's Ladies have been sold; what is needed is a range to sell for less than \$100, installed, to tap the vast market composed of Judy O'Grady's.

The presentation then takes up the Judy O'Grady line of several models that can be installed for \$50 to \$70. All of these, it is pointed out, contain exactly the same major parts as the higher-price Electromasters. The economies have been effected by making the ranges smaller and by omitting desirable, but non-essential, features such as drawers, drip pan, clock, and cooking wells. All models are in full enamel, however, and so far as performance is concerned, Judy O'Grady can cook just as well and just as fast as can the Colonel's Lady.

Humor Helps Make Point

The presentation itself is serio-comic; and, in making it before a group, the comic element is enhanced by presenting the cardboard figures of Kipling's characters and taking advantage of the opportunity thus afforded to introduce the subject with a few joking remarks.

"To illustrate how effective this is, I'll cite an example that occurred recently," Gerald Hulett, vice-president in charge of sales, said. "I was at a convention sponsored by one of the leading utilities of the country and all of the principal manufacturers were represented. Several others preceded me on the platform, with more or less colorless facts about the advantages of electric cookery, which everyone present already knew, with construction of their product, efficient manufacturing methods, and so on. It was near noon and everyone was almost asleep when my turn came.

"I began with some joking remarks about traveling around the country with a couple of women and the audience began to wake up. This led to the introduction of the humorous cutouts of the two 'women' referred to and on into the humorous but also

(Continued on page 33)

"THEY CALL ME THE

*Billionaire
in Overalls!*



Farmers within the "Golden Horseshoe" will reap an income of one billion dollars this year. Two great radio stations can sell them your product!

Political orators shout themselves hoarse on "the farm problem." Of course it exists. But you don't hear quite so much about it in the "Golden Horseshoe," that money-making, free-spending empire blanketed by WJR Detroit and WGAR Cleveland.

One out of every ten of the nation's farmers lives within these boundaries. Modern red barns dot the landscape. Mechanized units hum at their tasks. Here is one of the most prosperous areas of the productive Midwest in which 40% of total farm income is produced.

That line on your sales chart tabbed "the farm market" represents the largest single market in the world. And, to help send that curve upward, make certain your plans include the Great Stations of the Great Lakes.

WJR
THE GOODWILL STATION
Detroit
WGAR
THE FRIENDLY STATION
Cleveland
Basic Stations... Columbia Broadcasting
System • Edward Petry & Co., Inc.,
National Sales Representatives



With this issue, the Scratch-Pad enters its sixth year. Looking at some of the paste-ups in the record-book, I find that they do not assay too high. Many of the cracks were broad enough to be classed as crevasses, and some of them were just plain dumb. How's about shooting in a few items to liven up the department?

* * *

My old friend, Sergt.-Maj. Bannon, sends me some cuttings (as they call them) from the London *Daily Mirror*. Once more, Uncle Sam is as popular with the English as a skunk at a lawn social. Our Mr. Westbrook Pegler is variously an "embittered pundit," a "human crabapple," and a "Yankee sourpuss." Peg is used to such brickbats, even in his own backyard.

* * *

The same tabloid, however, takes more kindly to Hollywood's Lana Turner, shows her in a publicity plug that dominates the page. Between Pegler and Lana, I think I prefer Lana, too—bicycle and all.

* * *

After deciding to let Confucius lie peacefully in his sarcophagus, I am moved to resurrect him for an original crack by Allan Hovey, in which Confucius says: "Much advertising is chopped hooey."

* * *

The same contrib has offered a line to his client, Teacher's Scotch: "The Scotch without a burr-r." And very good, I think.

* * *

I'd like to get a magazine some time that didn't have a subscription renewal card bound with it, especially when my subscription has a year or two still to run.

* * *

"Take 'em home, Honey . . . I've had another raise," says the man in the halitosis ad. It's merely one man's opinion, as W. C. Fields said, but this kind of advertising is just honeycomb tripe to me.

* * *

Phoenix Mutual has been telling the public the wonderful benefits of retiring "on a life income of \$150 a month." Among such benefits, the advertiser frequently pictures a cruise. After you've bought your cruise ticket,

included a few side-trips, paid your bar-bill, and handed out tips right and left, that 35 bucks a week will seem woefully inadequate. The Hudson Day Line, perhaps, but not the *Kungsholm* or the *Nieuw Amsterdam*.

* * *

Nice paronomastic headline on an International Truck page: "The Brawn Patrol."

* * *

Incidentally, I have been a little surprised to see Ford Trucks advertised in the brewery journals. Wasn't Henry going to stop making cars and trucks if Prohibition was ever repealed? Or am I confusing him with two other fellows?

* * *

Stopper by Goodyear Lifeguards: "One way to keep a husband!"

* * *

Seiberling Bulkhead Tubes, by the way, picture a tube into which four 10-penny nails, a pair of scissors, and an ice-pick have been thrust to the hilt and "it will still hold air." I'm not prepared to doubt it, but the demonstration is slightly terrific.

* * *

"If your guests spurn your highballs, try mixing with White Rock." —Headline. Or try mixing with a better-mannered crowd.

* * *

Slogan for the Audiphone: "Hear today and hear tomorrow."

* * *

For consistently good advertising in the magazines, I am pleased to cite Exide Batteries. The man behind the typewriter is Richard K. Snively.

* * *

I still can't figure why Mount Vernon Rye doesn't use my slogan: "The Spirit of '76."

* * *

Prince Albert copy lives again, in the current copy for Heine's Blend . . . the real Prince Albert copy that made advertising history and tobacco history a quarter-century ago. It is by the same hand that created the original jimmy-pipe series for P. A., Theodore B. Creamer . . . a hand that has never lost its skill.

* * *

Elizabeth ("Fashion Is Spinach") Hawes addressed the Minneapolis Ad

Club recently, and ribbed the men about the silly things they wear. That night, a mail-plane flying over his house inspired Martin Olsen to retell her lecture: "Elizabeth Hawes Censures the Males."

* * *

The Philadelphia *Inquirer* is running a contest, open to employees only, for a name for a new comic magazine to appear in the future. Beau Beals has offered: "Strip Tee-Hee's."

* * *

Redundant Dept.: Crab Orchard whisky is "older in age."

* * *

I shouldn't think the Association of American Railroads would like that ad where the man is standing dejected on the railroad platform, looking down the tracks after the train he has just missed, with his wife saying: "You really got a break . . . I'll take you in the La Salle!"

* * *

The Hollywood success-pattern goes something like this: The Thin Man. Another Thin Man. Brother Rat. Brother Rat and a Baby. His Girl Friday. His Girl Saturday. Four Daughters. Four Wives. Four Spades.

* * *

When WJSV upped their power from 10,000 to 50,000 watts, they threw a party at Washington's Willard Hotel which socially put them one up on RSVP.

* * *

Here's a bit of nonsense by a member of Eddie Duchin's band:

Mary, Mary, quite contrary,
How does your garden grow?
Silver bells and cockle shells,
And one stinking petunia!

* * *

Think - Nothing - Of - It Dept.: At Chester, Pa., Headley's Fireproof Storage has a huge water-tank on the roof. Nearby, the Scott Paper Co. plant has made its water-tank appear as the world's largest roll of toilet-paper.

* * *

A single half-page in *Better Homes & Gardens* brought Crane Plumbing 7,400 inquiries . . . a record of readership worth noting.

* * *

"Of Mikes and Men," puns WLW cutely in a headline.

* * *

Speaking of puns, Hugh Parker thinks half an oaf is better than none. He also thinks a good title for the recent dental pageant in Baltimore might have been: "The Yanks Are Coming!"

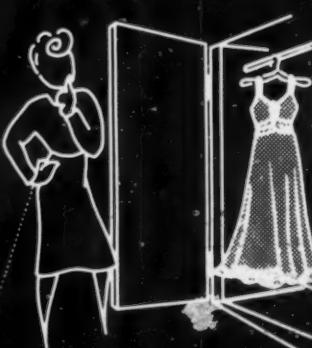
T. HARRY THOMPSON.

SALES MANAGEMENT

Marketing PICTOGRAPHS

Planned by Philip Salisbury,
Executive Editor, and designed
by The Chartmakers, Inc.

MILADY'S EVENING GOWN COSTS 175 TIMES AS MUCH AS A NEW CAR



New cars, measured on a poundage basis, are one of the cheapest, as well as the most efficient, products on the market. Show your wife what her wardrobe costs (and spend the next week in the dog house!)



A NEW POPULAR-PRICED AUTOMOBILE 23 CENTS PER POUND



A GOOD COFFEE 25 CENTS PER POUND



A GOOD TEA 55 CENTS PER POUND



A \$5 PAIR OF WOMEN'S SHOES \$6.67 PER POUND



A \$35 MAN'S TOPCOAT \$13.67 PER POUND



A \$5 WOMEN'S HAT \$26.50 PER POUND



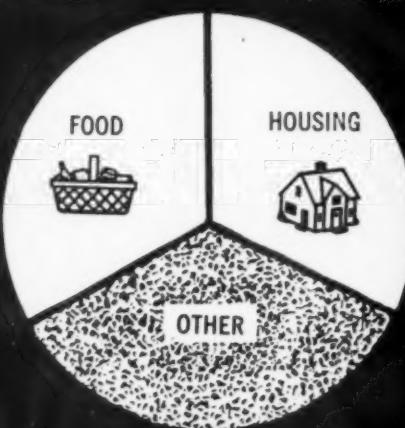
A \$20 SUMMER EVENING GOWN \$40.00 PER POUND



Source: SALES MANAGEMENT Research Department

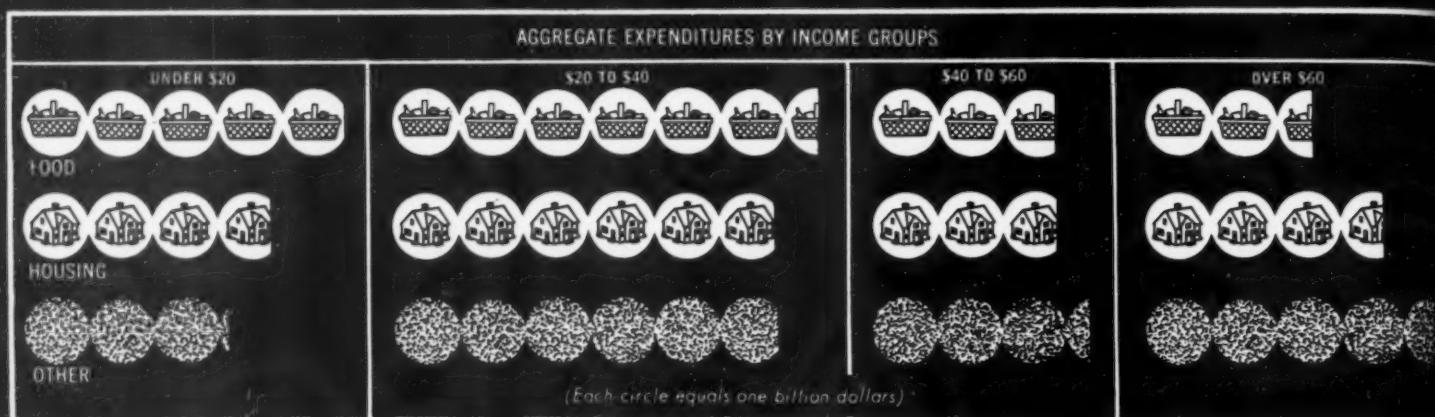
HOW TO IDENTIFY YOUR BEST CUSTOMERS

ADGRAPH BY
MODERN MAGAZINES

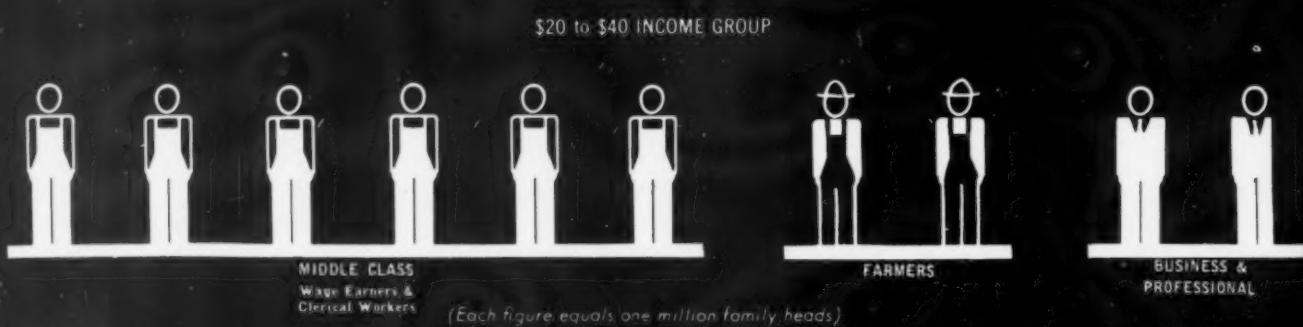


Sources: U. S. National Resources Committee
Consumer Expenditures in the U. S.
Consumer Incomes in the U. S.

U. S. Department of Agriculture
Miscellaneous Publication No. 345



The total U. S. market spends one-third of its money for food and a third for housing with all other items making up the final third. The important thing to the manufacturer selling this great market is to determine the characteristics of the individuals making up the market. For instance, expenditures for food broken down into the various income groups show that the bulk comes from families earning between \$20 and \$40 per week. In other words, the aim of a manufacturer's advertising must be at this group in order to sell the greatest amount of goods.



Next step is to further identify these individual families by some gauge which will permit their allocation of magazine audiences. Since the psychological appeal of a magazine is the dominant factor which determines the type of audience reached, a division of the market by occupation classes offers a ready method for classifying the various types of families within the income groups. As an example, the above chart takes the most important income group (\$20-\$40) and divides it into three main classes. Result: The middle class families, over six million strong (in this one income group alone), are obviously the dominant type of family at which the advertiser must aim if he is to sell the greatest number. Conclusion: Magazines such as Modern Magazines (Modern Screen — Screen Romances — Modern Romances) which have a definite middle class appeal offer the best means of directing national advertising into the most important sections of the total market. Only by this direct aim at the heart of the market can you get the greatest coverage at the most economical cost. Modern Magazines — 149 Madison Avenue, New York City.

(Advertisement)

BOX SCORE OF THE 1939 CIGARETTE BATTLE

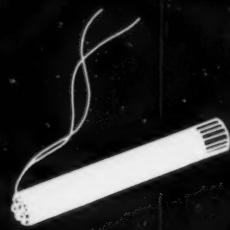
Cigarette sales are establishing new monthly and yearly highs! Currently there is a trend to longies, and at least one of those brands is likely to crash the first ten in 1940. Ten-centers now compete largely with brands in their own price class instead of with the fifteen-centers. The Pictograph shows 1939 sales as estimated from revenue collections.

1939 SALES IN BILLIONS OF CIGARETTES



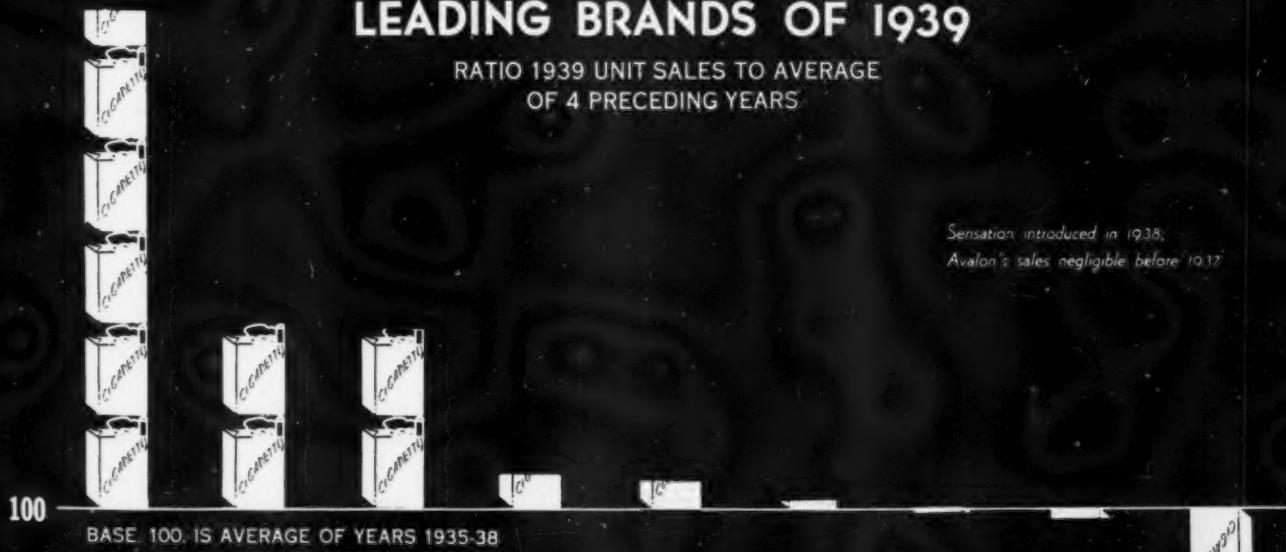
THE BIG TEN BRANDS

THESE WERE
LAST YEAR'S
LEADERS



FIVE YEAR GROWTH RATIO OF LEADING BRANDS OF 1939

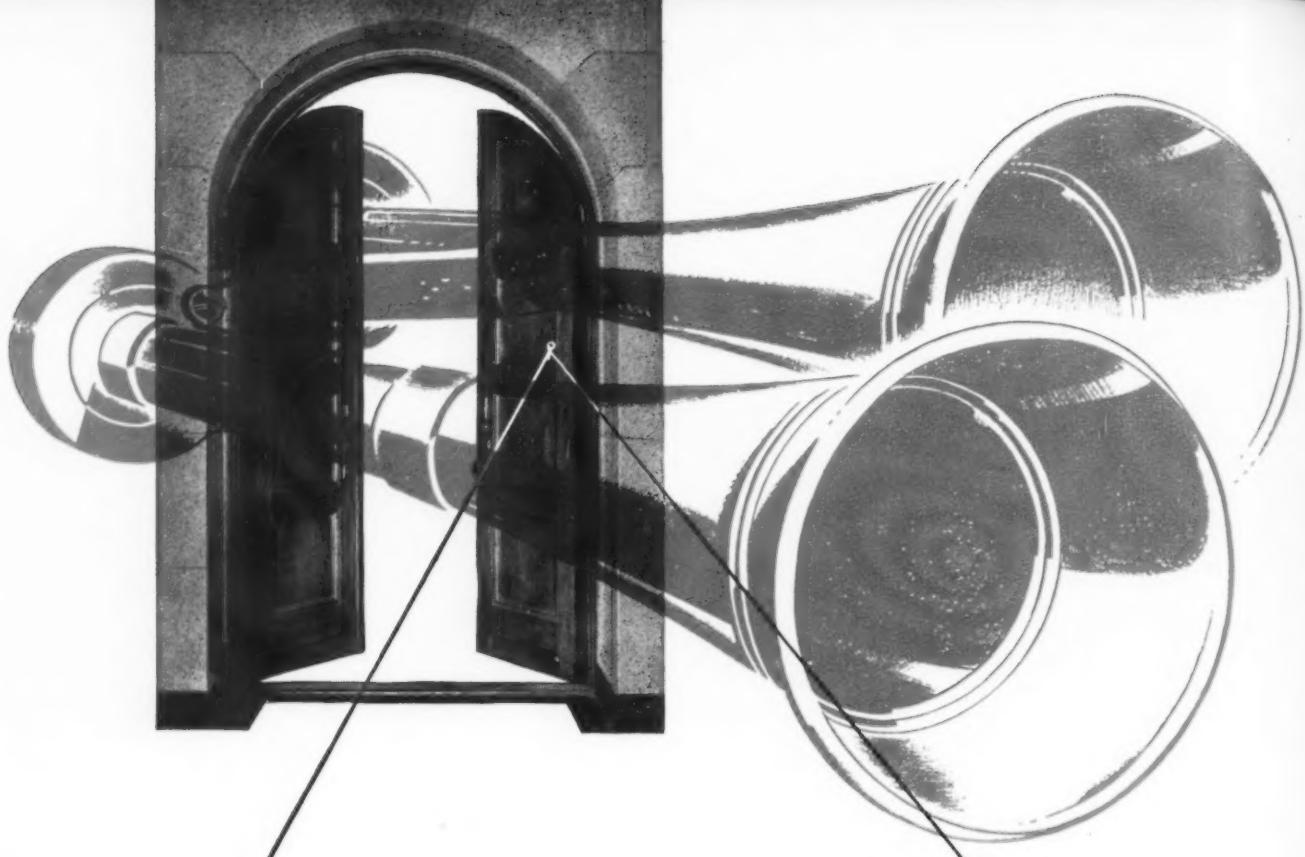
RATIO 1939 UNIT SALES TO AVERAGE OF 4 PRECEDING YEARS



Sensation introduced in 1938.
Avalon's sales negligible before 1937.

PICTOGRAPH BY
Sales Management

Source: Harry M. Wootten in Barron's
March 11, 1940



*There will be a meeting
at 3 p.m. to decide
on next year's HONK*

THE HONK of your auto horn didn't just happen. It was *decided*.

That intangible honk—that mere vibration—is the blend of an astonishing variety of talent and knowledge. A score of management men made

their contributions—president, purchasing agent, acoustical expert, sales-executive, customer-researcher, metallurgist, and many more.

Management men do not operate from ivory towers, each in isolated charge of his special

responsibility, unconcerned with the actions of his colleagues. Management is a *meshing* of functions—it is a *collaboration*.

WHO DOES WHAT? • That much is abundantly clear from one of the studies FORTUNE has been making to find out the actual responsibilities of the men who manage America's businesses.*

1,500 FORTUNE subscribers who are company Presidents, Vice Presidents, and Secretary-Treasurers, were asked to check the functions in their companies for which they are personally responsible, and in which they take an active interest.

Perhaps the most significant fact brought to light is that the 595 (40%) who replied checked a total of 2,518 functions—an *average* of 4.2 responsibilities per man.

This simply shows that besides being in charge of his own particular department, the management man has a powerful influence in the operations and decisions of other departments—may even have several departments under his own direct care. (Doesn't this check with the way things are done in your own company?)

MESSAGE MEETS MARKET • So to reach *all* the men with influence for or against your product, your advertising must reach *all* the men concerned in the financing, the sales, the production, the purchasing, the advertising, the policy-making—not only the men in full charge of such

functions, but also those whom they consult, and listen to.

And the way to get them interested in your business story is obvious. Tell it to them through the magazine devoted to the most important interests in their lives—FORTUNE, The Magazine of Management.

FORTUNE is designed, edited, and priced especially to interest the management men of Business. Your advertising in its pages gives its 150,000 subscribers just what they are paying \$10 a year to read in FORTUNE—information about Business. Here is the perfect meeting of market and message—here in FORTUNE is the *precise* medium for the messages of “management advertising to management.”

* For complete reports, write Marketing Service Manager, FORTUNE, Time & Life Building, Rockefeller Center, New York.



HOW MAGAZINE EDITORS VALUE ILLUSTRATIONS

Does the American public want its stories told in pictures? Editors differ widely in their judgment. The Pictograph shows the percent of total editorial content (exclusive of front covers) devoted to illustrations in an average 1939 issue of thirty magazines.



PICTOGRAPH BY
Sales Management

Source: Editorial Analysis Bureau
of the Lloyd H. Hall Company

FOOD FIELD SPENDING LEADS IN MAGAZINES

The food field's increasing dominance as a spender of magazine advertising dollars is shown here, based on Publishers' Information Bureau statistics for 1939:

PICTOGRAPH BY
Sales Management



Trailing were house furnishings, electrical equipment, travel and other classifications. Together they added up to a total magazine gross of \$151,484,530 in 1939, a total gain for magazines of nearly \$10,000,000 from all classifications over the 1938 gross of \$141,578,197.



Go West with CBS

Radio makes this better market a more profitable market



PEOPLE in the West have more money—make more money—spend more money than people anywhere else in America.

But the West is an area of staggering distances . . . hundreds of miles between comfortable, prosperous communities . . . communities and markets that are often blocked from one another by high mountains and deep ravines. To SELL this mighty market (mighty in distance and mighty in dollars) needs discretion . . . and economical planning!

Millions of people . . . thousands of towns. To sell them all, you must reach them all. And radio alone can do that at low cost. Only radio can scale all the mountains, leap all the ravines and enter all the homes* of all the West. And CBS in the West—the Columbia-Pacific Network—supplies the

*To be exact 92.7%.

power to reach all these people; the programs to hold them. Columbia-Pacific today carries more sponsored quarter-hours of coast-to-coast network and regional business than any other Western network. These are the audience builders. Your program bracketed with these leaders means you get a bigger audience from the start.

Ask your advertising agent about a low-cost Columbia-Pacific program to sell the West. Find out how, on Columbia-Pacific, your one Big-City budget will permit you to carry your sales message into all of the West . . . up and down the Coast, in cities, in towns, on farms and on ranches! More people listen to more "big time" programs on Columbia-Pacific than on any other Western network. They'll listen to your program, too. Listen and buy.

Columbia Pacific Network

A DIVISION OF THE COLUMBIA BROADCASTING SYSTEM

Columbia Square, Los Angeles; Palace Hotel, San Francisco. Represented by
Radio Sales: New York • Chicago • Detroit • St. Louis • Charlotte, N. C.



SCOTCH HIGHBALLS ARE FAVORED DRINK IN OUR BETTER HOTELS AND RESTAURANTS

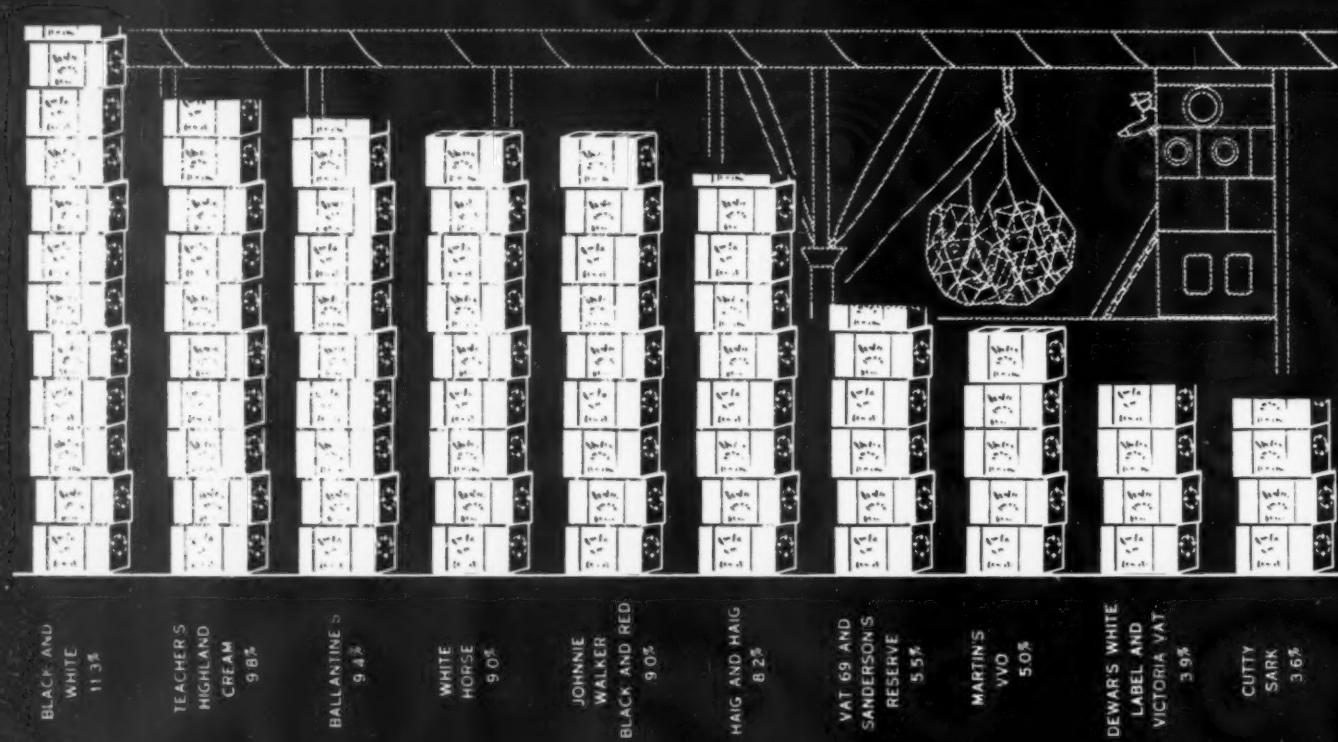
An annual drink popularity survey made in the better-type hotels and restaurants in all states where spirits may be sold legally indicates that for two years running the Scotch highball has been the favored drink. The weighted average (5 points for first place, 3 for second, 2 for third) shows that these are the ten most popular drinks today.



Source: American Publishing Company, March, 1940

AND SPEAKING OF SCOTCH - - HERE ARE THE 10 LEADING BRANDS

Duty-paid import figures are indicative but not positive proof of market leadership. For the full-year 1939 we bought from abroad 3,178,000 cases of Scotch, and the ten leading brands accounted for 74.7% of the total. These ten leaders were:



PICTOGRAPH BY
Sales Management

Source: New York Journal of Commerce, March 15, 1940

Some Comments on the Pictographs in This Issue

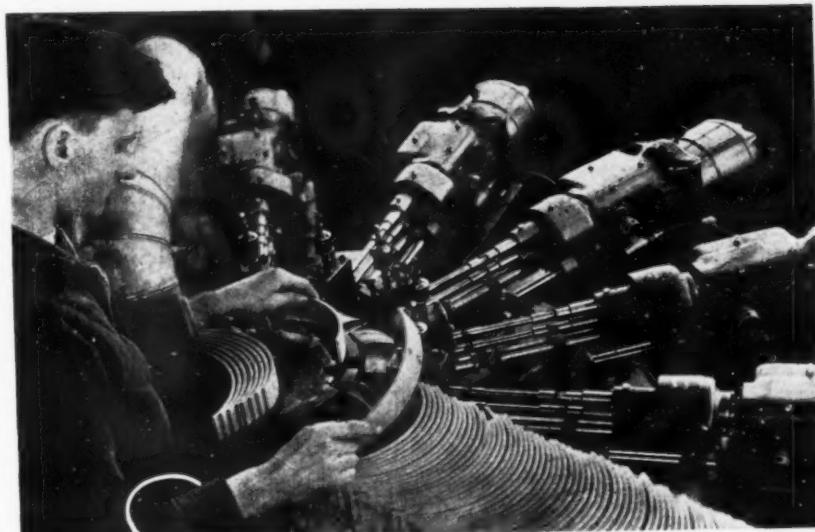
The idea for the cost comparison on a poundage basis between new automobiles and typical items of food and clothing came from a remark dropped by G. V. Orr, vice-president of Chrysler Motors of California, in a talk he made before the Pacific Coast Conference of Sales Managers Clubs in San Francisco in February. If you do show your wife the Pictograph, you can also mention that the comparison would be even more extreme if *her* wardrobe were measured on this basis since her clothes doubtless cost more than the popular-priced items used here.

The Box Score of the 1939 Cigarette Battle reveals the striking climb of three brands, Philip Morris, Raleigh and Marvel which have unseated Old Gold from its long-held position as Number Four in the industry. Pall Mall's current sales, if maintained, should push that brand well up into the big ten this year, and the makers of cigarette machinery report that orders on hand for special machines to turn our longies have a capacity for 25 billion cigarettes a year.

How Magazine Editors Value Illustrations should not be considered in any sense a critical analysis but is designed merely to show one phase in the planning which each editor applies to his particular problem. Obviously it does not report corporate judgment, since one of Mr. Luce's magazines, *Time*, has next to the smallest percentage of illustrations, while *Life* has next to the highest . . . The breakdown of the food advertising dollar in magazines reminds us that *True Story* will soon bring out the results of an interesting and valuable survey called "Consumer's Choice," which gives the detailed findings of an examination made by research workers of the market baskets of 2,000 housewives as they paid their bills at the cashiers' counters of super-markets. In addition to determining what these people bought, they were checked on readership of current leading magazines.

The Chartmakers had to compromise in making the Pictograph, *Scotch Highballs Are Favored Drink*. In their first rough sketch they showed ten people at the bar, with 100 drinks. That seemed a little far-fetched; but as it was impossible to show 100 people at a single bar, the compromise result simply leaves the 100 drinks waiting for customers to come and get them.

APRIL 20, 1940



=Speed NEEDS BRAKES!

Today's high speeds require a braking material that will stand intense heat: asbestos brake linings. Among the varied products of Troy and its A.B.C. City Zone are asbestos fabrications. The Marshall-Eclipse Division of the Bendix Aviation Corporation and other concerns employ hundreds of men in weaving and moulding brake linings, clutch facings and similar braking and insulating products.

The current boom in the aeronautical industry, every rise in the automotive field, is reflected in increased activity in these asbestos products plants.

Speed up your sales in this profitable territory by advertising in **The Record Newspapers**, the city's sole dailies. Because they provide thorough single-medium coverage at only 12c per line Troy is New York State's lowest cost major market.



THE TROY RECORD THE TIMES RECORD

THE TROY RECORD CO. J. A. VIGER, ADVERTISING MANAGER

SCOTCH HIGHBALLS ARE FAVORED DRINK IN OUR BETTER HOTELS AND RESTAURANTS

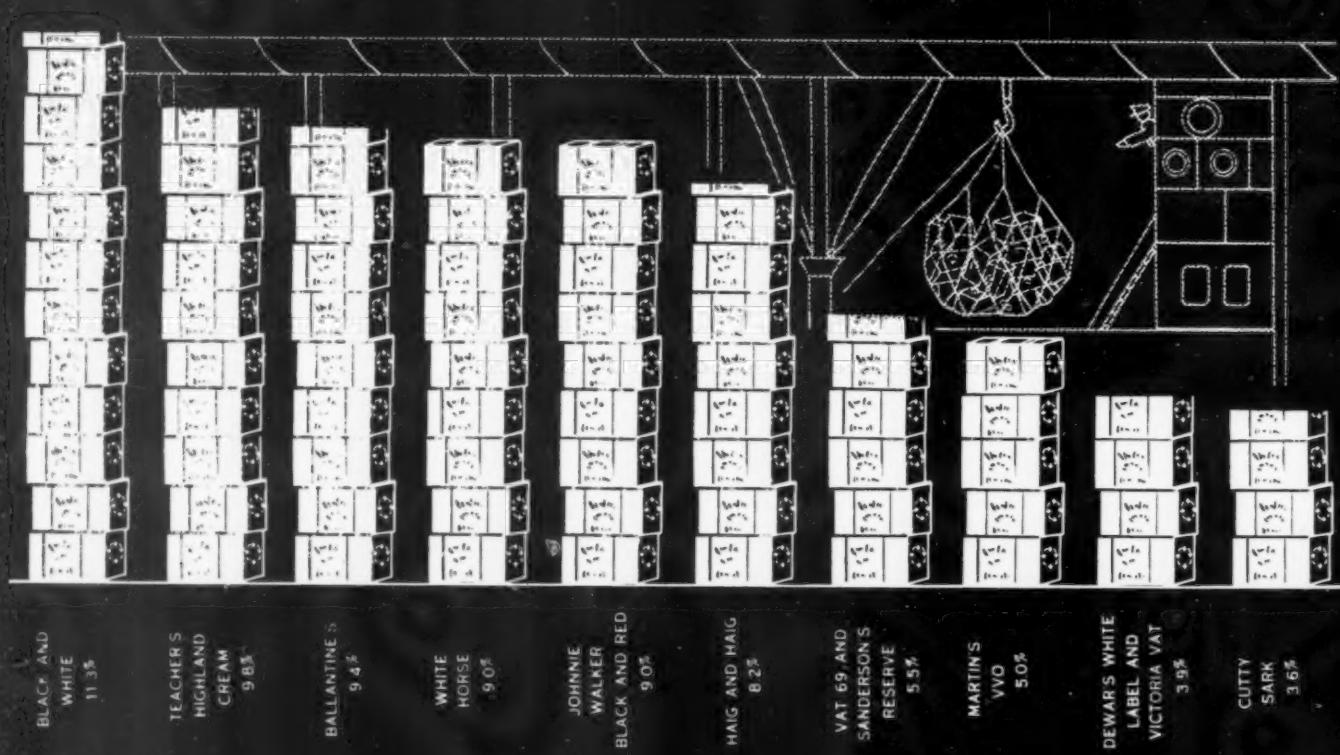
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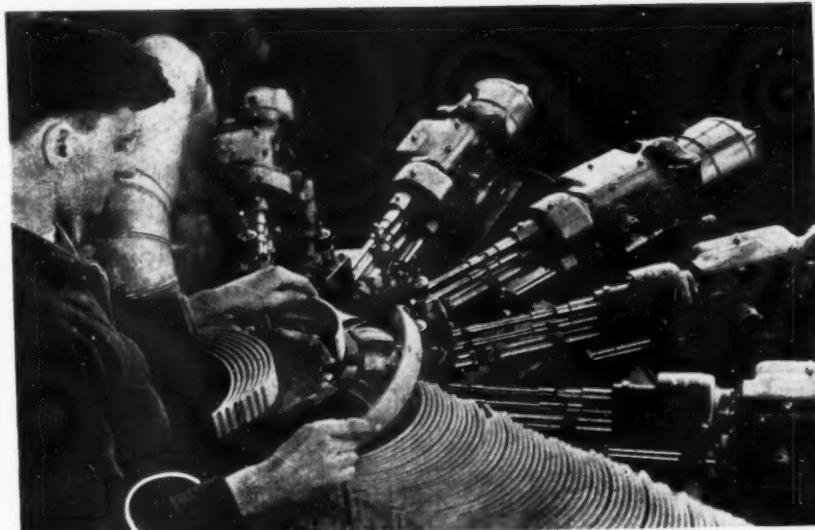
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THE
RECORD
NEWSPAPERS

THE TROY RECORD
THE TIMES RECORD

THE TROY RECORD CO. J. A. VIGER, ADVERTISING MANAGER

New Products and Markets

[From technical journals, bankers, company reports and other sources come these items that spell OPPORTUNITY]

A new idea expected to revive a once-great industry is the folding bicycle (Compax Sports Traveler) which can be converted by hand into a compact unit easily fitted into an auto trunk compartment.

* * *

Mining raw materials from the ocean—long discussed in fanciful terms—is becoming big business with Dow Chemical Co., pioneer in this field. The company is constructing a \$5,000,000 plant in Texas for extracting magnesium from the ocean, this material to be used as an alloy for Dowmetal, the "lightest metal in the world."

* * *

The baking industry shortly will have a new flour which is the result of a year and a half of research by millers, medical men and food specialists. It is said to have a higher nutritional value than whole wheat flour, though retaining the lightness of white flour.

* * *

Materials for beautification of the female take a new twist in a device which vacuums the face, just as one does rugs. "Vac," by Vac Products Co., New York, is a conical shaped gadget easily handled and said to be a thorough, gentle cleanser.

* * *

A super-plywood, said to be finding important structural uses in the building industry as well as in aeronautics, has been developed by United States Plywood Co. The product is combined with a plastic binder and placed under heavy hydraulic pressure, resulting in a sheet said to have the strength of steel.

* * *

Improving advertising reaction by performing a real service is the thought at the base of a new highway sign which operates by means of two magnetic detectors about 40 feet apart. The first detector gives general information and advertiser's copy and the second detector lights a figure on the sign giving the driver's approximate speed. The Traffic Actuated Sign Co., Minneapolis, is the manufacturer.

* * *

Considerable stimulus may eventually be given to civilian flying through machines of the light, extremely maneuverable type, such as the Ryan (San Diego, Cal.) Aeronautical

Co.'s "Motorcycle plane." In recent tests, this ship started and climbed at a 60-degree angle following a run of slightly more than its own length, then returned and came to a midair standstill ten feet past its landing point.

* * *

The clothesline may some day be jostled into a place alongside the old-fashioned tub and scrubbing board by General Electric's new tumbler clothes dryers, which eliminate the necessity of outdoor drying.

* * *

Following the strong trend to product packaging along novel lines, Roger Bros. Food Products Co. are marketing peeled, shredded, dried potatoes in transparent cellulose bags. "Mashed potatoes in seven minutes" is the housewife-appealing slogan.

* * *

Complicated apparatus for soldering may become old-fashioned with the appearance of the Ideal "Instant Heat" Electric Solderer. This instrument heats the moment its two carbon points touch any metal to be soldered and cools immediately after breaking contact. Ideal Commutator Dresser Co., Sycamore, Ill., is the manufacturer.

* * *

A stride in improving quality of sound as heard by radio listeners and movie patrons is made in Western Electric's new cardioid directional microphone. This new device is, in effect, six distinct microphones in one compact unit.

* * *

Coin-controlled machines vending hot sandwiches, including "hot dogs," have been developed in Seattle and are now being perfected by the Rock-Ola Manufacturing Corp., 800 N. Kedzie Ave., Chicago. They will be placed in cocktail lounges and bars, beer places, dance halls, Y.M.C.A.'s and other public institutions, as well as in factories.

* * *

Transportation takes a new kink in Goodyear Tire & Rubber Co.'s rubber railroad, consisting of a ten-mile rubber conveyor system which will carry stone aggregate to the Shasta Flood Control Dam. It will require 500 tons of rubber.

* * *

Good old-fashioned molasses may be boomed by biochemists' reports that the product is the richest iron-con-

taining food, ranking far ahead of spinach, raisins and other "iron food."

* * *

A new stationary-portable fire fighting unit uses carbon dioxide, found to be a non-conductor of electricity and non-damaging to machinery, products or finishes. By pressure of its own expansion, the chemical is said to penetrate every corner and snuff out fire instantly. The C-O-Two Fire Equipment Co., Newark, is the producer.

* * *

The doomed silk stocking is being attacked on another flank—this time by cotton. U. S. Dept. of Agriculture researchers have produced mercerized lisle hosiery of sheer mesh and strongly resembling silk. Gotham Silk Hosiery Co. will manufacture them.

* * *

New police scouting cars, made by Hudson Motor Car Co., may be converted in a minute and a half into emergency ambulances. Divided rear doors are raised and fastened to the roof, permitting ample space for a folding stretcher bed.

* * *

The tremendous progress in aeronautics is brought home in reports that two plants now have in the works mammoth 3,000 horsepower motors, sufficient to fly "giant palaces of the air." A comparison of this huge power may be had in the fact that modern locomotives generate about 4,500 horsepower.

* * *

New map cases for motorists encase 25 feet of scroll map on rollers. A transparent cover and outside control knobs permit easy vision.

* * *

Gas rationing in London is being met with a miniature gasworks at the back of the car which enables the motorist to drive 100 miles for \$1.

* * *

Seven years of research work costing \$1,500,000 have produced Mazein, the Corn Products Refining Co.'s new plastic made from corn by-products. The company's research division has already dug up scores of potential uses for the product.

* * *

Another important development in the fast-expanding South's paper industry comes to light with the announcement from Savannah, Ga., that magazine paper manufactured at the Herty Foundation there has been found suitable for art work. The new product is said to provide a velvety effect when inked and to take the smallest lines in printing clearly.

PETER B. B. ANDREWS

SALES MANAGEMENT

General Shoe Corp. Controls Its Salesmen with Constant Check-up

Home office supervision of every field man by mail, telephone, telegram and personal contact is insured with this automatic reminder system. It spots both failure and success promptly so that appropriate action may be taken.

BY

GEORGE W. NOLAND
Vice-President,
General Shoe Corp.,
Nashville, Tenn.

SALES managers should get in a rut. By this, of course, I mean a regular routine that will reduce to a system the job of encouraging, reproofing, advising and guiding the salesmen who work under them.

The biggest responsibility of any sales manager is to insure that each salesman is constantly exerting a maximum effort to sell. Because the men are away from the home office most of the time, they must necessarily be controlled by mail. It's an easy matter to dictate a letter of praise to the star who has just opened a big account, still easier to give him favorable mention in the weekly bulletin.

But the low or mediocre producers—who need assistance most—are far more difficult to handle. Consequently the busy sales manager often postpones writing constructive letters—criticism, stimulation, friendliness and command in judicious mixture—to the low men. He neglects them until it is too late.

A fixed procedure for checking on each man is the duty of every sales manager. Many sales managers spend much of their time planning work for salesmen, yet do not plan their own routine. Inconsequential daily details keep them from attending to important matters. Make this simple test:

Read your own bulletins to the field force and see how often you have mentioned the leaders. Go through your letter file. See how often you have corresponded with a few picked men, and how much you have neglected the others.

General Shoe Co. salesmen are required to fill out three types of reports which keep the management informed of all their activities. The first is a "Report of Calls" which summarizes

the past week's efforts to sell. It gives the number of prospects and customers interviewed; orders signed; weekly quota and percentage of quota sold; number of days worked.

The sales manager reviews this report weekly. He takes it home or has it mailed to him when he is absent from the office. He also has week-end addresses of the salesmen sent him so that he can write them frequent suggestions.

General Shoe field men also send in a weekly route list of the towns they will "make" in the following two weeks. The sales manager studies this, and if there is weak, aimless duplication he can correct it by mail or wire.

Finally, General Shoe salesmen keep a "Territory Record Book" summarizing progressive effort for the season.

The three reports are thoroughly studied by the sales manager. As he comes to know each salesman's weak-

Clients served: (In order of appointment)

Liggett & Myers Tobacco Co.
Western Electric Company
Loose-Wiles Biscuit Co.
Association of American Soap and Glycerine Producers, Inc.
Group IV, Savings Banks Association of the State of New York
Bank of the Manhattan Company
Bigelow-Sanford Carpet Co.
American Telephone & Telegraph Co.
The Equitable Life Assurance Society of the U. S.
Copper & Brass Research Assn.
Trans-Atlantic Passenger Conference
White Rock Mineral Springs Co.
L C Smith & Corona Typewriters Inc
The Texas Company
Beech-Nut Packing Company
Hartford Fire Insurance Company
Hartford Accident and Indemnity Co.
United Brewers Industrial Foundation
Holmes & Edwards Division,
International Silver Company
Thos. Cook & Son—Wagon-Lits, Inc.
Air Conditioning and Commercial Refrigeration Department,
General Electric Company
Pepsi-Cola Company

Newell-Emmett Company
Incorporated
Advertising · Merchandising Counsel
40 EAST 34TH STREET, NEW YORK

"NOT HOW MUCH, BUT HOW WELL"

"I SEE THAT NEW TRANSPARENT PACKAGE OF YOURS ON DISPLAY EVERYWHERE I GO. WHO MAKES IT FOR YOU?"

"SAME FIRM THAT'S MADE OUR PACKAGES FOR 50 YEARS—RITCHIE!"



WHAT DO you look for in your package supplier? Experience? Ritchie's had 74 years of it. Money-saving manufacturing facilities? Already one of the largest in the field, Ritchie is currently building an 80,000 square feet plant addition to the 175,000 square feet now occupied. Design service? Ritchie is always ready to show you how to put sales appeal in your package — whether it's a Set-up Paper Box, Fibre Can or Transparent Package!

DISPLAY "NATURALS" Transparent Packages by Ritchie

Dealers want to display them. They're new. They're different. They put your product in a "showcase" of its own—where it can be seen to best advantage, handled but not soiled. Why not find out all about them? Write to Ritchie today!

W. C. Ritchie
AND COMPANY

8852 Baltimore Avenue, Chicago
Set-up Paper Boxes
Fibre Cans
Transparent Packages

Sales Offices in Principal Cities

nesses, the problem of directing the latter's work becomes easier. He knows how to check results in a certain territory and analyze failure to get results. His major task of detecting faulty methods, slackening of effort, is rendered far simpler by close scrutiny of the reports.

An established routine of supervision still further simplifies the task. The following procedure has worked well for me. It may be equally effective for other sales managers. On the sales manager's weekly calendar of *must* duties are:

1. A weekly letter to every field man under him.
2. Telegrams to at least three salesmen.
3. Phone calls to at least two salesmen.
4. Mention of at least five men in the sales bulletin.
5. A systematic check over the territories of at least two men.
6. Visits in the field with two men.
7. A Saturday morning conference with one man.

Small details, interruptions may interfere with adherence to this schedule. Therefore a check chart (see illustration) will act as a reminder to the sales manager of his vital duties. It will enable him to get to each man in rotation, to provide the help and inspiration which the weaker men need.

In the personal letter to each man such subjects as itinerary, finances, prices, overdue accounts, etc., may be discussed. The average salesman will disregard generalized instructions in a form letter. He always thinks "that's for the other fellow." This letter

should ask for replies to queries to keep the salesman responsive.

Telegrams to at least two men each week-end should generally be commendatory. Sometimes it's a real job to find a subject for commendation, but the weak salesman requires unremitting encouragement.

Ordinarily the sales managers of General Shoe divisions should travel about 25% of their time. Our experience is that the first two days of the week are the best for him to be with men in the field. On his return to his office on Wednesday he can go over the reports, which have come in meantime. He can devote that day and Thursday to checking over them and writing the men.

In reviewing these reports he may find the following common weaknesses:

Salesmen are anxious to spend as much time at home as possible. Hence they work hard around their home towns, but seldom visit outlying towns. A check may reveal ten calls on a nearby dealer, who buys eighty pairs of shoes a season, and one call on a distant retailer who buys 500 pairs.

Salesmen may lack the nerve to solicit large accounts. By assigning such accounts to them to call on, asking for name of buyer, competitive lines handled, prices, etc., the manager can overcome this reluctance indirectly.

Salesmen have their inhibitions. One is to make the "season's trip" at its beginning and then wait for the new line. We believe salesmen should work *every day*. Means must be found to keep them plugging without cracking a whip. Usually disinclination to work at certain periods is owing to

SALESMAN	1. Jan.	2. Feb.	3. Mar.	4. Apr.	5. May	6. Jun.	7. Jul.	8. Aug.	9. Sep.	10. Oct.	11. Nov.	12. Dec.	13. Jan.	14. Feb.	15. Mar.	16. Apr.	17. May	18. Jun.	19. Jul.	20. Aug.	21. Sep.	22. Oct.	23. Nov.	24. Dec.	
	P	R	F	T	P	F	P	F	P	F	P	M	G	P	R	M	P	F	P	M	P	F	P	V	M
smith	P	R	F	T	P	F	P	F	P	F	P	M	G	P	R	M	P	F	P	C	P	R	P	M	P
Brown	P	R	F	T	P	F	P	F	P	F	P	M	G	P	R	M	P	F	P	M	P	F	P	V	M
Jones	P	R	F	T	P	F	P	F	P	F	P	M	G	P	R	M	P	F	P	M	P	F	P	V	M
White	P	R	F	T	P	F	P	F	P	F	P	M	G	P	R	M	P	F	P	M	P	F	P	V	M
Spence	P	R	F	T	P	F	P	F	P	F	P	M	G	P	R	M	P	F	P	M	P	F	P	V	M
Rose	P	R	F	T	P	F	P	F	P	F	P	M	G	P	R	M	P	F	P	M	P	F	P	V	M
Kelly	P	R	F	T	P	F	P	F	P	F	P	M	G	P	R	M	P	F	P	M	P	F	P	V	M
Cole	P	R	F	T	P	F	P	F	P	F	P	M	G	P	R	M	P	F	P	M	P	F	P	V	M
David	P	R	F	T	P	F	P	F	P	F	P	M	G	P	R	M	P	F	P	M	P	F	P	V	M
Marsh	P	R	F	T	P	F	P	F	P	F	P	M	G	P	R	M	P	F	P	M	P	F	P	V	M

CODE:

R - Review territories
G - General Letter
P - Personal Letter

T - Telegram
F - Phone Call
M - Mention in Bulletin

C - Conference
V - Visit on territory

This simple check chart enables each General Shoe Corp. sales manager to keep track of his every contact with the salesmen for whom he is responsible. Thus none is neglected and none gets more attention than his due, but no week passes without each man's being reminded of his importance to his firm and his status as a "real person" in the eyes of his boss.

lack of results. It is management's responsibility to devise propositions, deals, fresh selling plans that will maintain effective work in off periods.

A calendar for every man showing working days and orders received each day is valuable to management. Some salesmen are not consistent producers. While their season's total may be satisfactory, the calendar will reveal peaks and valleys in their efforts. A calendar that also shows the number of calls made, I have found, is exceedingly helpful.

It is not intended to prescribe a dose of "over-sales management" here. Salesmen will resent it. They should be allowed to plan their work, unless they need control. But a system must be in operation that will immediately reveal failures of every sort. A casual check-up every three or four weeks is insufficient. It must be done weekly and the remedies must be applied without fail.

Therefore the sales manager should adopt a set program for checking regularly, and for assuring the men that he is watching their daily progress. For this reason the program should be on paper, where it can be checked off as completed.

Reports from the men are called for because they are necessary. With them before him, the sales manager can blame, praise, and advise intelligently. Unless he puts his guidance on paper, where he can check up on himself, he is apt to neglect or misuse the valuable information which the reports have supplied. Sales managers are as human as salesmen. They, too, postpone, overlook, concentrate on the easiest tasks. With a definite schedule of weekly "musts" before them, sales managers can save their time, and save their salesmen from failure.

Electromaster Taps New Fields with Line for "Judy O'Grady"

(Continued from page 18)

serious presentation. The audience became alert. This was something new, something interesting, something vital to every one of them.

"The new, popular-price line is especially interesting to public utilities because it enables them to tap a heretofore unprofitable market. They have succeeded in popularizing various appliances to a point where in some cases about 80% of their volume is derived from about 20% of their accounts. That 80% of accounts which

are not so well supplied with electric appliances includes many that are actually unprofitable, because it costs as much to service them as their bills amount to. By bringing electric cookery within reach of many of these small users, such utilities will increase their load to a point where the accounts will become profitable.

"A striking example is the fact that a dealer on the Pacific Coast voluntarily sought our line since we introduced the popular-price models. While the percentage of saturation for the country as a whole is only 9.6%, it is over 60% in that dealer's territory. This means that he has sold electric ranges to just about everybody in his territory who could afford to buy them at prevailing prices, but our popular-price line will enable him to tap an entirely new and hitherto unavailable market.

"The new line has been effective in opening many new accounts that we have been trying to sell for ten years. In fact, we have opened more new accounts during the past four months than we opened during the previous two years.

No Threat to Old Line's Sales

"And the best of it all is that both we and the dealers are selling as many of the more expensive models as we were before. The new, popular-price models are designed for and directed to a new market. Our presentation dramatizes the facts concerning this vast market by presenting dry statistics in an interesting way, and it gets results.

"Going a step further, the literature which we make available to dealers includes a folder that is also an effective presentation. This stresses the advantages of electric cookery, of course, then it tends to overcome the objection that the range is small by illustrating the fact that modern kitchens are small and compact—we have smaller radios, smaller pianos, and smaller ranges. We illustrate the larger, more expensive range beside the small, popular-price one.

"Opening the folder again, we illustrate half a dozen advantages of the new model. Then when the folder is opened full length, it is the exact height of the small range, which it illustrates. The salesman then sets the sheet on the floor against the wall and tells the prospect that is exactly how much space the range will occupy in her kitchen. What otherwise might be used as an objection is thus made a selling point."

The Judy O'Grady presentation and literature were prepared for Electromaster by Holden, Graham & Clark, Inc., Detroit agency.

IS YOUR
NATIONAL ADVERTISING
CREATING BUSINESS
FOR YOUR COMPETITOR?

An analysis of the certified survey made on 20 national accounts in 13 cities, ranging in population from 4,978 to 750,000, in 6 states, indicates that much national advertising does just that. Write for your free copy of this analysis.

IT PROVES:

THAT creating the desire to purchase is not enough.

THAT a large percentage of sales are lost because people who do not know where to buy a given nationally advertised product frequently get into the competitor's store to be sold some other brand.

THAT more than five times as many people know where to buy nationally advertised products when advertised at point-of-purchase by dealer signs, than when no sign is used.

THAT a dealer sign program is necessary to consummate the sales that make national advertising profitable.

THAT Artkraft Neon Dealer Signs offer the surest, best way of accomplishing the job and at lowest cost possible.

Also write for the new publication, "How to Set Up a Successful Dealer Sign Program", with actual case histories of successful programs as used by representative national accounts. A copy will be sent to you free upon request.



THE ARTKRAFT SIGN CO.

GENERAL OFFICES, 1000 E. KIBBY ST.,
LIMA, OHIO, U. S. A.

SIGNS
OF
LONG
LIFE

The World's Largest Manufacturer of All Types of Signs.



When Shall We Offer Premiums to Dealers and Their Clerks?

Such a premium may help launch a new product . . . it may be used as a competitive weapon . . . or it may reinforce a consumer premium campaign. This article discusses the technique of the premium so applied.

BY

FRANK H. WAGGONER*

Editor, Premium Practice, and Associate Editor, SM

BECAUSE the men behind the counter have such an acknowledged power to influence customers to purchase the products they recommend, it is but natural that one of the important phases of premium use should involve the offer of premiums to them.

Premiums often form the only direct link between the manufacturer and these retail salespeople who exert perhaps the strongest influence in the chain of distribution. With business as impersonal as it is, the premium is a humanizing note that puts a heart in commercial relations. It is evidence of a desire that the retail salesperson may profit more than just through the margin that comes from the act of selling. It is both the incentive to, and the reward for, extra sales effort, and its value lies largely in the appreciation of that effort, when carried to a successful consummation.

Premiums to the men behind the counter are often in addition to premiums offered the consumers, although in the majority of cases they are used in lieu of consumer offers. In fact, they frequently furnish the only practical way of using premiums, particularly where the profit margin on the product is unusually low or it is purchased at too great intervals to make it possible to employ a premium that is given free—that is, without the accompaniment of additional money to cover all or part of its cost.

The form of premium offers to the men behind the counter is usually either a direct premium given with an order for a certain quantity of the

* Mr. Waggoner is the author of the recently published book, "Premium Advertising as a Selling Force," priced at \$3.50 and sold by Bill Brothers Publishing Corp., New York.

product if placed within a designated period; or coupons packed in each case of the product redeemable from a somewhat extended line of premiums.

Direct premiums are primarily for the dealer because they are offered to obtain a larger size order than would normally be placed. They are the dealer's extra profit to compensate for his extra investment in the product.

On the other hand, the coupons in the case are primarily designed for the clerks. The wise dealer permits his clerks to have them, and they usually arrange among themselves as to how they will be shared. In this way the retail salespeople have an added incentive to do a better job of selling, and their gain involves no added cost to the dealer, while it makes for a better feeling between employer and employee. It certainly increases the turnover of the product with which they are packed.

As in every other intelligent use of premiums, there are definite reasons for their use with the dealer and his sales staff, chief of which are the following:

- (1) To insure stocking a new product.
- (2) To increase sales of one already on the market.
- (3) To lead to the handling of other products of the same manufacturer.
- (4) To meet competitive activities.
- (5) In lieu of premiums to the consumers.
- (6) To reinforce a consumer premium offer, so as to have the "push" behind the counter as well as the "pull" in front.

As between direct premiums and coupons, practice covering many years has defined the types of problems best

solved by each form. Hence we find that direct premiums are used primarily to meet some special occasion as it may arise, such as introducing a new product, increasing the sales of established products, or meeting quickly competitive action.

On the other hand, the coupon system is a more permanent form, calculated to build continuing loyalty to a product, and operated as an established part of the manufacturer's promotional policy. Hence it is primarily used to bring about the handling of as many of the manufacturer's products as possible, in lieu of premiums to the consumers, or to reinforce a consumer coupon plan. Like the consumer coupon offers, these are also backed by a premium catalog, list or folder, giving the men behind the counter a wide variety of premiums from which to choose, and thus presenting a continuing incentive to push the sales of the coupon-carrying products.



To get extra sales push for its mattresses, Palmer Brothers Co., New London, Conn., offered retail salesmen a choice of several hundred premiums pictured in this catalog. Catalog was prepared and premiums purchased and delivered to winners by an outside premium service organization.

Generally speaking, direct premiums are emergency offers, designed to meet a situation believed to be of relatively short duration. They may be quickly planned, and as quickly put into operation. They are specific articles or a choice of possibly four or five, given with orders of certain sizes, provided the orders are placed within

a very limited period of time. They are usually shipped with the products, and that closes the transaction.

Outside of their use to induce dealers to stock a new product, they are most frequently used to offset competitive activity. A competitor starts an aggressive promotional campaign that would threaten the position of an established product. The latter manufacturer quickly makes a series of direct premium offers, shown on a folder, offering certain premiums with orders of various sizes—usually well in excess of normal orders. This offer is quickly brought to the attention of the trade and, through it, every effort is made to stock the dealers so heavily that they have but little room or funds available for the other product. The whole campaign may be over in two or three weeks.

Premiums to the trade involve costs about half of that of offers to consumers. The reason is that the volume handled by the stores is so much greater than that of any consumer that a much lower ratio of premium cost to dollars involved yields a highly attractive offer.

With direct premiums, while still governed by the profit margin, the premium cost is determined by the value of accomplishment of the objective at the time of the offer and under the circumstances of the case. Sometimes the position of the product in the market is at stake: If it can be safeguarded through a quickly arranged premium offer, twice or three times the normal cost of usual premiums for comparable orders would be cheap. The same relative basis for setting premium cost on special offers applies to every form of this sales promotion or, as in a competitive crisis, sales protection. It is always measured by what success is worth when most needed.

On the other hand, with the coupon system, the rate of premium allowance is generally a half or not over two-thirds of that made to consumers and in most cases from 1% to 1½%. Too, it is based on the manufacturer's selling price to the jobber, or to the dealer, if sales are made direct to him. Even then the clerks quickly accumulate coupons of sufficient value to procure premiums of real merit.

Where direct premiums are used—with a limited range of selection, if any—they are generally articles for the store, for the dealer personally, or for the home. Articles for children are rarely used. It is desirable that the premiums be quality merchandise and, if possible, of a make with which the dealers are familiar. Unidentified, unadvertised merchandise never makes as

strong an appeal as national brands.

With the coupon system the range of selection should be most varied. There should be articles for the personal use of the clerks, their wives and children; articles for the home and for the kitchen; equipment for sports and for the general activities of people of less than middle age.

These should be shown in an attractive premium catalog or folder, with color at least on the cover. Paper should be of good quality, with illustrations in halftone. Descriptions should be detailed enough to convey a clear understanding of what the premiums are. They should be given for coupons only, no added cash being required, and they should be delivered without charge. That can readily be taken care of by including delivery costs in the number of coupons required.

Today it is not necessary for concerns making multiple premium offers to invest in a miscellaneous stock of merchandise without knowing how many of each will be needed, nor even go to the expense of preparing a premium catalog. There are service organizations whose sole business is carrying the premium merchandise in stock and making individual deliveries to the homes of those entitled to the

premiums. In addition, these organizations prepare the premium catalog or folder, which they are in a position to do at far less cost than the company making the offer.

Outside of the catalog or folder cost, the only expense when a premium service organization is employed is for the delivered premiums, and the delivered cost is fully covered by the number of coupons required. Thus the ratio of premium cost to sales volume is never exceeded, and there is no sum of money tied up in a campaign whose success at the beginning is undeterminable.

As with every other premium offer, that to the dealers and their clerks must be promoted. If one's own salesmen cover the trade, the literature relating to the offer should be personally presented, with verbal amplification. It is important for the retail salespeople to have copies and understand how easy it will be for them to secure many valuable premiums.

If the distribution must be made through the jobbers' salesmen, then be sure there is an ample number of copies, so that each man will have enough for his calls.

Premiums for dealers and their salespeople can be made one of the most effective aids to sales.

AKRON BUSINESS CONTINUES TO ADVANCE!

● A gain of 469.4% in residential building permits during February led the general advance in business indices over January, the monthly survey of Akron University Commerce Department shows. The increase in permits was 149% above February 1939 in dollar value.

Industrial production showed a gain over the high volume of last December and is now about 25% greater than the same period last year.

FEBRUARY 1940 GAINS OVER FEBRUARY 1939

RESIDENTIAL PERMITS, in value	UP 149.0%
RESIDENTIAL PERMITS, in number	UP 88.9%
NON-RESIDENTIAL PERMITS, in number	UP 44.6%
NEW PASSENGER CAR SALES	UP 59.0%
NEW TRUCK SALES	UP 31.1%
NUMBER OF PROPERTY SALES	UP 31.1%
RAILROAD CARLOADINGS, outbound	UP 23.3%
INDUSTRIAL POWER CONSUMPTION	UP 22.2%
BANK DEBITS	UP 12.2%
NEW TELEPHONE INSTALLATIONS	UP 11.5%
DEPARTMENT STORE SALES	UP 9.1%

FOR COVERAGE OF THIS ALERT, FREE-SPENDING MARKET . . . FOR ECONOMY AND RESULTS, THE BEACON JOURNAL IS AN ADVERTISER'S IDEAL MEDIUM.

AKRON BEACON JOURNAL

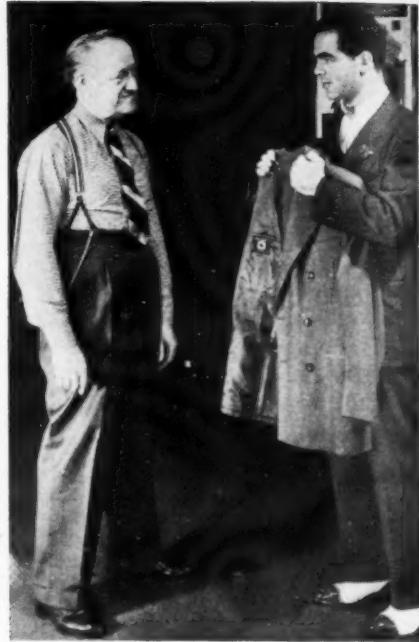
Represented by: STORY, BROOKS & FINLEY
New York, Chicago, Philadelphia, Cleveland, Los Angeles



How HS&M Teaches Selling with "Right" and "Wrong" Pictures and Text

(Left) "Wrong: No good clothing salesman needs to be told what's wrong with this picture. Here we have the prospect *looking* at a suit of clothes. This would be fine if he intended to hang the suit in his closet at home and take a peek at it every night. But men don't *look* at clothes—they *wear* 'em. That's why you must get the prospect to *try on the coat* on any suit you hope to sell.

(Right) "Right: Some customers' sales resistance centers around objections to removing their coats. Look how a good salesmen handles one of these balkers: He asks the prospect to remove his coat so that he will be able to measure his chest and waist. This natural, but very sensible and subtle, maneuver disarms the prospect and leaves him coatless, ready to try on the coat."



We Sound Reveille for the Store Clerk Who Yawns at Our Product

Hart, Schaffner & Marx wants retail salespeople to feel they are its partners. A series of mailings to their homes seeks to turn indifference to money-in-my-pocket zest. "We've tried the plan for three years; we know it works."

Based on an interview by a staff writer with

EDMOND R. RICHER
*Vice-President in Charge of Advertising,
Hart, Schaffner & Marx, Chicago*

THIS is the fourth consecutive year that Hart, Schaffner & Marx has concentrated the brunt of its sales push on the men who sell clothes, not those who wear them. HS&M considers its list of salesmen one of its greatest assets. It has the name and the home address of every salesman in every store in the United States that sells its clothing.

"You can run national advertising until you are blue in the face, but you won't get very far with it unless you get the cooperation of the retailer and the man on the floor who sells the goods," says Edmond R. Richer, vice-president in charge of advertising. "Following through with the man who actually makes the sale is fully as important as the advertising itself."

The only difference between the campaign this year to make the seller sell and that of the three previous years is that this year it will be done

in a more extensive and persistent manner. Mr. Richer adds:

"We've tested it now for three years and we know it works. When a thing works it is wise to keep right at it."

This Spring three separate mailing pieces have been prepared to go to the homes of the salesmen—every Hart, Schaffner & Marx salesman—no matter how small the town or how small the store. A fourth piece, an elaborate, ring-bound book, 11 x 24 inches, in many colors, goes to the owners of the stores.

The pieces going to the store salesmen are:

1. A magazine facsimile of *Life*, 16 pages, crammed with pictures telling the story of HS&M, of the value of wearing good clothes, of fabrics, two pages of pictures of star salesmen throughout the country who sell HS&M goods, illustrations showing the right way and the wrong way to

serve a customer, pictures of successful HS&M stores, pictures of company craftsmen, etc.

2. "The Mystery of Tom Jackson's New Car?" Jackson is a salesman in a store selling HS&M clothing. He needs a new car and hasn't the money. The story says that it isn't his real name but that he's a real guy living in a real town of about 90,000 "somewhere in the midwest." Tom was just an average salesman until he studied HS&M sales methods and learned how to up his sales and so up his commissions and get that car. The book, telling how he did it, gives a full course in clothes knowledge in 32 pages packed with pictures.

3. "A Planned Program to Help You Sell More Men's Clothes and Increase Your Income." This contains a series of full-color full-page advertisements appearing this Spring and early Summer in *Collier's*, *Esquire*, and, in black and white, in *Life*. This mailing piece also offers salesmen a chance to win cash prizes for slogans for the company, to be used in 1941. The prizes are, first, \$250; second, \$35, and third, \$15. Judges will be Arnold Gingrich, editor of *Esquire*, and Robert Barton, of Batten, Barton, Durstine & Osborn.

This booklet tells the salesmen:

"We, as a nation, are a race of brand-conscious purchases. We may deny it sometimes, but the sales figures of nationally known products from toothpastes to mattresses prove this point.

"Fortunately, we—all of us—believe advertising, and in most instances advertising has never let us down. We're all extremely conscious of the quality

of which we are assured when such names as General Motors, Westinghouse, General Foods, and a hundred others come to mind.

"Fortunately, too, for you . . . and for us, as well . . . is the fact that there is one name in men's clothing that stands out head and shoulders above all others in the field—one name that is synonymous with quality and leadership . . . that of Hart, Schaffner & Marx."

It goes on that way, saying that HS&M was the first clothier to go into national advertising . . . "way back in 1897 . . . and has never let up!" It adds that the company's advertising this year will reach 60,000,000 people and cracks down with this:

"But unless you, as the man who ultimately contacts the consumer, are conscious of what advertising is being run, then the entire campaign—national and local—is worthless!

"We do want you to feel, therefore, as though you were one of our partners . . . and it is with that idea in mind that we present you with these advance proof-sheets of the Hart, Schaffner & Marx Spring and Summer advertising campaign."

Profitable Ego-Building

The idea is to impress the individual salesman with his importance in the sales scheme, make him feel that he must do his level best and that the house feels that it just can't get along without his full-hearted efforts and co-operation. It's putting the sales job right up, flat, to the man who moves the suits from the shelves.

One of the above mailings is sent out each month over a period of three months. It goes to the salesman's home, because there he can read it and digest it at his leisure—away from business interruptions.

The fourth piece, the "Big Book," the one that's two feet high and almost a foot wide, contains a mass of effective information and data for the store owner. In it are the full color advertisements which go into the national magazines and reproductions of available newspaper advertisements, illustrated, from single column to full page in size.

There are also articles written by a number of leading merchants of the country who have achieved special success with the HS&M line. They tell how they have done the job.

The dealer book, 66 pages of it, should keep any merchant busy for several nights with his "home work." If he absorbs it all he will have received a post-graduate course in his own business.

HS&M also offers dealers a talking picture in 16-mm. or 35-mm. called "A Personal Investment." It is available for showings before consumer groups of all kinds and, the announcement says, more than 100,000 have already seen it. It tells the story of the manufacture of clothes—especially HS&M clothes.

Atlantic Refining to Put Baseball Games on Air

Atlantic Refining Co., Philadelphia, is to broadcast over 2,300 major and minor league baseball games this season, covering in whole or in part the schedules of 23 teams.

Some 48 radio stations, New England to Florida, will carry play-by-play descriptions. Commercials will deal with a road test now being conducted by Atlantic over a 171-mile course in Florida to obtain data on gasoline performance. N. W. Ayer & Son, Philadelphia, has the account.

HOW TO BE A TOP-FLIGHT SALESMAN

By George B. Spencer

M R. SPENCER'S book is based on many years of successful directing in the field. In it he forcefully covers principles of the selling art that enable the salesman to evaluate his errors and gain a new slant on himself. A volume that will prove invaluable to the sales director who is interested in developing a sales force of real "top-notchers."

\$1.75

Can be purchased in quantity lots at all booksellers or from the publishers.

D. APPLETON-CENTURY CO., 35 W. 32nd St., N. Y.

THE MEN WERE KEEN ABOUT OUR "COUNTRY ESTATE" MEETING AT FAMOUS FRENCH LICK



• "Such wonderful relaxation, the men brought new 'zip' to the meetings!" That's a typical comment at the wind-up of a French Lick Springs convention. No wonder! 3500 glorious, woodland acres. Two championship golf courses. Kentucky thoroughbreds to ride. Tennis—badminton! A spacious, modern hotel that spreads its wings over rolling Cumberland foothills.

A Whole Convention Wing

No crowding, no confusion—with a whole wing of convention facilities. Equipped to handle any size meetings with efficiency and hospitality! We'll help you plan a "stand-out" convention!



World-Famous Health Facilities

French Lick Springs with its renowned therapeutic baths, massage and famed Pluto Springs water is America's foremost spa! Get a health "pick-up" and go back feeling "tops"!



FRENCH LICK SPRINGS Hotel FRENCH LICK, INDIANA

T. D. TAGGART, President

STANLEY B. CAMPBELL, Sales Manager



GIBBONS KNOWS CANADA

J. J. GIBBONS LIMITED • ADVERTISING AGENTS



Business-Consumer Relations

[Stephens College Meetings Full of Acrimony But Develop Some Pointers for Future Guidance of Business—Consumers Union Seeks to Head Off Dies Investigation]

ANTI-BUSINESS forces again dominated the annual Conference on Consumer Education held April 1-3 at Stephens College, Columbia, Mo., under the sponsorship of the Institute for Consumer Education, which in turn is sponsored by the Alfred P. Sloan Foundation. As compared with last year the meetings did not leave representatives of business quite so shocked and stunned, but the same anti-business and anti-advertising forces were mobilized and active although their strategy was obscured and their shots, for the most part, were muffled.

It was evident that the majority of the 700 delegates from schools, colleges, consumer groups and from the business community came to the conference with the hope of getting some light thrown on what are known as business problems, of finding some basic ground for working out those problems through business-consumer cooperation.

This prospect, however, was lost in the quibbling, the charges, the barbed criticisms and the outright hostility to business of many so-called consumer education leaders, who made objective consideration of business-consumer relations impossible, and sent the delegates away with a feeling of frustration, and with not a single fundamental in the whole, broad subject decided upon, fixed, or even approached. The tactic of the anti-business element seemed to be one of obstruction rather than of clearing the path for understanding.

Set Speeches Less Hostile

Except for one or two instances that tactic was not apparent in the set program of the conference, which was in direct contrast to that of last year. Then, the speakers for the most part, openly preached the doctrine of the "essential conflict" between business and consumers—called one east and the other west—with never a chance to meet, and no desire to have them do so if they could.

This year, there were many speakers of a different type, and those who followed the line of the previous conference were more subdued in their

remarks which went into the record. This is believed the result of the business and other protests made after the 1939 conference to the Alfred P. Sloan Foundation, and to Dr. James M. Wood, president of Stephens College, and of the fact that there is now a governing committee headed by the sane and strong Dr. W. W. Charters, director, Bureau of Educational Research, Ohio State University.

Rugg Replies to A.F.A.

Acrimony was first apparent during the discussion which followed the Monday evening program on "What Should Be Taught About Advertising in a Consumer Course?" Dr. Harold Rugg, of Teachers College, Columbia University, whose widely-used textbook, "An Introduction to Problems of American Culture," has been the target of attack by the Advertising Federation of America because of its alleged anti-advertising bias, was the featured speaker. Dr. Rugg did not pull all of his punches. His talk received thunderous applause, and even the "capitalists" present joined in. He declared he had never advocated the elimination of advertising, said he was convinced it fills a necessary place in our economic life, and then issued the challenge:

"The very essence of democracy is the free play of intelligence on the problems and issues of the people. I give these witch-hunters—the Dieses, the Falks and the Forbes—who would



EDITOR'S NOTE: SALES MANAGEMENT here presents a new regular editorial feature in which there will be reported the most significant happenings in the so-called "consumer movement" sphere. Comparatively few business executives have taken the time to become well posted on this field of consumer activity which grows steadily more important to the sales side of business. It is important today; it will grow increasingly important as young people are graduated from schools where they are exposed daily to anti-business education.



label textbooks which are critical of some aspects of advertising as subversive, this drastic alternative: Either tell your children the truth or close your schools. There is no other alternative under democracy."

Taylor Speaks for Advertising

Douglas Taylor, vice-president, Printer's Ink Publications, emphasized the distinction between criticizing isolated instances of alleged bad advertising, and criticism of advertising as an institution, citing the analogy that if you break down the confidence in certain lawyers you do not necessarily break down the confidence in law; but if you break down confidence in advertising, you destroy it.

Mr. Taylor called for more objective teaching of advertising, and answered the stock criticism of advertising as an aid to monopoly, by declaring that advertising rather tends to prevent monopoly than create it, and added that advertising costs are usually exaggerated.

Warne Taunts Advertisers

Deafening applause greeted Dr. Colston E. Warne, economics professor at Amherst College and president of Consumers Union of United States, Inc., when he took the floor in the discussion period which followed the regular program. He used the "isolated case" technique of reading from advertisements that used emotional and other appeals which he condemned, and declared such copy made the work of research and testing agencies necessary.

There was plenty of lively comment from the floor, much of it seeming to be in heckling form, and directed at the proponents of advertising. The meeting closed in something of a furore when Dr. Rugg in his rebuttal ringingly took Mr. Taylor to task for "not answering any of the criticism of advertising," and scolded his audience, the business part particularly, for not coming to the defense of advertising. Dr. Rugg was not asked a single question during the discussion.

Business Voice Is Heard

The voice of business was heard at the round table discussion Tuesday when "Consumer Education and the Handling of Relations with Business" was discussed with Roger Wolcott, executive secretary, National Consumer-Retailer Council, as leader. Paul S. Willis, president, Associated Grocery Manufacturers of America; John Benson, president, American Association of Advertising Agencies; W. T.

Nardin, Pet Milk Co., and H. F. Anderson, General Mills, Inc., were among the prominent spokesmen in the debates. The meeting was largely attended, and the discussion was marked with the same hostility of feeling that pervaded the advertising session the evening before.

All manner of questions in the wide range usually asked by consumer leaders were brought up—labeling, grading, standards, fair trade laws, price maintenance—but here again the questioners got away from the fundamentals of business-consumer relations, and endeavored to obtain direct answers on methods and issues without first establishing the basic approach to the problems posed. The meeting also served to stress the chasm between business and consumers, as leaders of the latter appeared to adhere to the separatist attitude instead of the "we" attitude of joint business-consumer effort in working out the problems of both buyer and seller.

Some people in business attending the conference seemed to feel that management was not sufficiently represented as spokesmen and enunciators of business policy, although the business men present had a better opportunity to be heard than at the conference of last year. The feeling was that at future events of the kind management will be more in evidence and its participation more active and more effective.

No "Halo" for Rating Agencies

"A halo should not be placed around consumer rating agencies, and although they may be independent, they cannot always be considered unbiased," was the somewhat surprising view of R. S. Hadsell, of the Consumers' Counsel Division, Agricultural Adjustment Administration, who led the round table discussion of "Choosing and Using Materials in the Consumer Education Field." Reference to rating agencies also was made by Miss Ruth O'Brien, chief, division of textiles and clothing, U. S. Bureau of Home Economics, when, after pointing out that consumers want to be able to spend their money intelligently and organized consumers are asking for facts at the point of sale, declared that groups setting themselves up as testing agencies should be willing to tell how tests are made and what they are intended to show. Miss O'Brien also declared for "certification of certifiers" and "standards for standardizers."

CU Appeals for Aid

Consumers Union of United States, Inc., was not so much in evidence on

the program of this conference, but a general invitation luncheon given by it brought out a sizable crowd. The purpose of the occasion was to give a report on the operation of the business, and make an appeal for united action against an inquiry into the founding and operation of Consumers Union by the Dies Committee investigating un-American activities. Friends of the organization were urged to write their Congressmen protesting the projected inquiry. It was stated that the investigation would seriously interfere with and hamper the work of the rating agency, which apparently fears the kind of newspaper publicity given the Dies Committee charges last December.

It was announced by Dr. Warne, the president, that the membership of Consumers Union is now about 85,000. Its acceptance and use in labor unions was stressed by two speakers at the conference—Dr. Robert Brady of the University of California, and head of the CU West Coast Branch; and Mark Starr, educational director, International Ladies Garment Workers Union.

Dr. Brady said one union on the West Coast had deemed the information in CU reports so important that a check-off system is being used to see that the member subscribe. Mr. Starr told the conference that his organization distributed Consumers Union quiz tests, and also copies of *Consumers' Guide*, the publication of the Agricultural Adjustment Administration; that consumer classes are held by women's auxiliaries of his union; that lectures are given on consumer questions, and that the union assists in the publication of "Your Dollar," a feature issued to newspapers by Consumers Union and now being used by more than 100 labor papers.

"Essential Conflict" Doctrine Heard

The last speaker on the regular program of the conference was Dr. Brady, who followed the "essential conflict" theme between business and consumers sounded at the 1939 gathering. He warned against any attempts of business to "capture" the consumer movement; deplored the attacks on Consumers Union, saying that they can be expected in the future to come from that element of business with something to hide rather than from the element ruled by intelligence; declared that Dies can be easily beaten in his attack on Consumers Union, and ended his speech by saying in effect:

"We must not be confused. Any attempts to argue that the interests

AUTOPOINTS

sell for you
EVERY DAY



—Between Your Salesmen's Calls

Autopoint pencils, imprinted with your firm name and sales message, sell for you every time your customers and prospects write. They will use Autopoints constantly because the patented Grip-Tite tip grips the lead so it can't wobble, twist, fall out or break easily.

Write for quantity prices and new "37 Plans" book which illustrates how thousands of firms build sales with imprinted Autopoint products.

AUTOPOINT COMPANY Dept. S-4
1801 Foster Ave. Chicago, Ill.

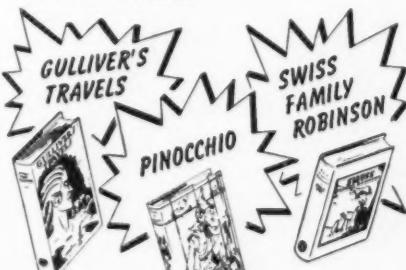
Build Your Sales with

Autopoint
THE BETTER PENCIL

SMASH HIT MOVIES
MAKE
SMASH HIT PREMIUMS

When Hollywood adopts a literary classic, its popularity is instantly reborn (if it ever waned!). And that means OPPORTUNITY for Premium Users!

Take Your Pick, or Better Yet, Let Your Customers Take Theirs!



Pick any of these books (or offer the kids their choice) and you'll have a Juvenile Premium that's a sure-fire success. Page size: 5 1/4" x 7 3/4". Bound in washable cloth. Colorful jackets. The cost? Only 15¢! Send for samples today!

Address Dept. S-4

THE WORLD PUBLISHING CO.
2231 W. 110 St. Cleveland, O.

of business and the interests of consumers are identical is designed to confuse. The consumer wants better goods at lower prices; while business wants larger markets on better terms."

That was the theme on which the conference closed.

Results of the Conference

While the delegates to the conference for the most part came away with a sense of frustration, a feeling that nothing constructive had been accomplished, several facts stand out as the result of the three days of fatigue-producing rounds of meetings and discussions:

The first is that the consumer movement is a real and active force, that it is entrenched in the educational system of the country, that it has a substantial penetration into the mass of rank and file consumers, that it must be recog-

nized for the actuality it is, and that it requires adequate and intelligent leadership.

The second: That rank and file consumer educators in schools and colleges are weary of the continuing lack of objectivity shown by some consumer leaders both in educational and consumer circles, are resentful of the unfair attacks leveled at business and advertising, and want the elimination of some elements from the consumer movement as much as they want undesirable features of business and advertising removed.

The third: That business-and-advertising must find its place in the consumer movement, that it must accept the movement for the important force it is, that it must seek and give wider cooperation between business and consumers, and that it must work to establish the mutuality of interest between those who sell and those who buy.

schools, sales meetings and business conventions of all types. Last year Jam Handy made a picture, "Selling America," based on incidents in the life of Benjamin Franklin. It showed the development of Franklin from a hesitating and opinionated failure to an amazing success through his personal readjustment.

"The Face in the Mirror" has little similarity to its predecessor and while, like it, it deals with sales technique, its attack is different. The picture is built around well-known truths so familiar to salesmen that they often forget them.

Your Own Front Yard

"You fellers talk a lot about me 'tying-up' to your company's national advertising," says many a Main Street retailer, "and you show me some mighty pretty ads in those big magazines. But my customers are right here in Huckleberry County. That stuff don't do me any good."

Salesmen of H. D. Lee Mercantile Co., Kansas City, have an answer to this ignorant, but all-too-common, complaint. Lee has prepared 48 maps showing the number of families in each county of each state and the number of its ads going into each county through the 50 national magazines on its schedule.

"How many families are there in Huckleberry County?" the Lee representative asks. Generally Mr. Merchant doesn't know. He is impressed by seeing the map of his own state with the figures on Huckleberry and surrounding counties. And because the number of ads going into his county

Marketing Flashes

[New Film Reiterates Some Familiar Sales Truths—
G-E Prepares to Exploit Inventions of the Future]

Shingle Weavers

The men who actually fabricate a product are generally forgotten as far as sales promotion goes. Red Cedar Shingle Bureau, Seattle shingle makers' organization, however, tells the workers in its members' mills all about the ad program.

"Shingle weavers," as they are called, may read on a bulletin board copies of national ads, house organs and other promotional material in current use. A letter written especially for the weavers stresses the points that Certigrade shingles are "on top because they're good, manufactured properly by good workmen, distributed properly, publicized properly."

Member mills tie in with the letter series in various ways. One mill offers prize money to employees with the best work records. In all the mills pride of workmanship is fostered.

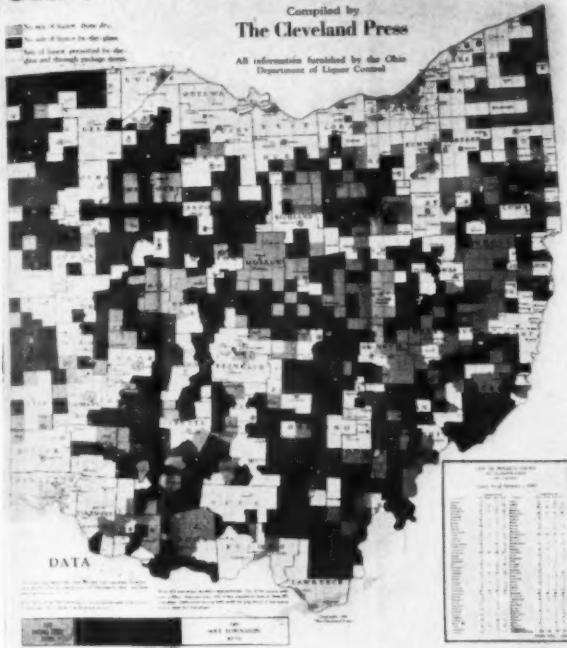
The film, which runs for 28 minutes, is built around his adventures with salesmen—some good and some bad. Ed's adventures throughout his day lead him through comedy, drama and even agony. A salesman himself, he gets a series of lessons in selling that give him much food for thought and start him on a train of self-analysis.

The picture is designed for retail



He went to buy a hat—and learned how *not* to sell.

OHIO'S WET and DRY AREAS



Few people realize the extent of the inroads of prohibition since repeal. This greatly reduced map compiled by the Cleveland Press, which accompanies their annual liquor inventory, shows wide open townships in white, "no sale of liquor by the glass" in black, and bone dry townships in grey. Some 20% of townships are bone dry, 60% forbid by-the-glass sales.

far exceeds the number of families, he is doubly convinced of Lee's effort to help him.

In all letters to him Lee adds a mimeographed form on which is filled-in the same information—number of families and ads in his county—with the advice, "Get the full benefit of this national advertising by using Lee newspaper cuts and mats, display cards, posters," etc.

No More Inventions

"The advancement of the arts from year to year taxes our credulity and seems to presage the arrival of that period when human improvement must end," said the U. S. Commissioner of Patents.

But the worthy gentleman made his wrong guess in 1844. Since then 2,175,000 patents have been issued, and the end is still a long way off. Electrical appliances developed from 1870 to 1900 accounted for 4.5% of the sales of electrical dealers last year. Dealers got 20.76% of their sales from devices invented between 1900 and 1909. From 1910 to 1919 "electrical servants" were perfected which accounted for 71.80% of last year's sales. In the past 20 years, though, invention has slowed down. Devices developed in that period represented only 3% of '39 sales.

Which is one reason for the establishment of the new "pioneer products section" of General Electric Co. Devoted to "encouraging inventors, investigating and exploiting practicable new products," it already has over 400 new items in its files. "As products prove their worth, and consumer

in winning WFBR's "Quiz on the Half Shell." They were the lucky survivors in a sales promotion campaign by the Baltimore station. The oysters, in sealed quart containers, were shipped in half gallon lots, ice packed.

The campaign was more than a spectacular mailing promotion, as it tied in with and brought to a conclusion a series of market and station advertisements which WFBR is running in business papers. March 15, 1,100 oyster shells were mailed, packaged in cellophane and net bags, each pair of shells cradling a "true or false" questionnaire sheet, listing 20 questions. All the questions had been featured in the business paper advertising campaign. Anyone following the campaign in these publications would—or should—know the answers. For instance, Baltimore is NOT located on Chesapeake Bay, but on the Patapsco River, eight miles from the bay. We flunked that one!

Those answering 16 or more questions correctly won the oysters. Telegrams were sent in advance to each winner. Purnell Gould, commercial manager of the station, reports that 317 contestants entered. They included corporation heads and advertising agency executives. To wind up the contest, a four-page mailing piece giving the correct answers to the 20 questions was sent to the entire mailing list. (Ed.: That's how he knew we missed on Chesapeake Bay!)

Louis Cahn, of Cahn, Miller & Nyburg, Baltimore agency, and Robert S. Maslin, Jr., promotion manager of the station, and an uncounted number of oyster dredgers, shuckers and packers may take a bow.

Half Shell Quiz

It was oyster day in 144 homes throughout the country last week, when leading advertising men and their families celebrated their success

**"HEY, MISTER... I've brought your
shipment already-2500 miles Overnight!"**



2500 or 500, whatever the distance, super-swift

AIR EXPRESS travels 3 miles a minute all the way. It's tops for keeping stocks low—sales up—the modern time-saving way. Low rates. Complete, super-swift national coverage—2500 miles overnight! For action, phone RAILWAY EXPRESS . . . AIR EXPRESS Division.

AIR  **EXPRESS**

MEDIA



Newspaper News

Newspaper publishers and advertising and promotion executives will hold their annual meetings in New York the end of April. A climax of the week will be the annual dinner of the Bureau of Advertising, American Newspaper Publishers Association, at the Waldorf-Astoria, April 25, at which William S. Knudsen, president of General Motors, and Wendell L. Willkie, president of Commonwealth & Southern Corp., will speak.

The first ten studies in the "Continuing Study of Newspaper Reading," conducted by the Advertising Research Foundation on the initiative of the Bureau of Advertising, will be analyzed before the National Newspaper Promotion Association by Wilder Breckenridge, sales manager of the Bureau. Other NNPA speakers will be Col. Frank Knox, Chicago *Daily News*; William Howard, R. H. Macy & Co.; D. E. Robinson, Federal Advertising Agency; Lester M. Malitz, Warwick & Legler, and C. E. McKittrick, Chicago *Tribune*.

H. C. Bernstein, general manager, Pacific Coast division, Bureau of Advertising, addressing western advertising groups, describes the "Continuing Study" as "a challenge to agencies to develop a new advertising technique designed to realize the potentialities of newspaper white space."

The San Francisco *Call-Bulletin* will recognize its 85th anniversary next October by moving to a new building on Howard Street near Fifth Street. . . . Illinois Daily Newspaper Markets, Inc., with headquarters in Springfield, has announced consumer brand preference studies on several additional products. . . . The Scripps-Howard Newspapers, except the New York *World-Telegram*, have appointed Joshua B. Powers, Inc., as advertising representative in all countries outside the United States, save Canada, Bermuda and the British West Indies.

John W. Barnhart, former business manager, New York *Daily News*, has bought the Perth Amboy, N. J., *Evening News*. . . . Donald W. Reynolds of San Antonio has bought the interest of John S. Parks and George D. Carney in the Fort Smith, Ark., *Southwest American*, morning; *Times Record*, evening, and *Southwest Times-Record*, Sunday. Mr. Parks, secretary of the American Newspaper Publishers Association, and Mr. Carney will devote themselves to other interests there. . . . George Fort Milton, president of the former Chattanooga *News*, has introduced the Chattanooga *Evening Tribune*.

George W. Gressman has been appointed advertising director of the Janesville, Wis., *Gazette*. . . . Henry S. Woodbridge has been named assistant to the publisher of the Boston *Evening Transcript*. . . . Fort Lauderdale, Fla., *Times* has appointed

Theis & Simpson Co., as national advertising representative.

The New York *Herald Tribune* has issued a promotional summary of "1940 World's Fair Facts." . . . The Bureau of Advertising has released "It Sells," a collection of case histories of some successful retail ads of 1939, as a companion to its "Blue Book" of noteworthy national newspaper campaigns.

Ralph Ingersoll, publisher of *PM*, has reiterated that this forthcoming New York City tabloid daily will not carry advertising. Mr. Ingersoll recently announced 54 appointments to *PM*'s staff. A Washington bureau is being formed.

Radio News

Billings of nationwide networks in the first quarter of 1940 were substantially larger than in the same quarter of 1939. CBS was up 28% for the quarter, to \$10,419,743, and up 20.1% for March, to \$3,513,170. Mutual gained 16.8% in the three months, to \$898,659, and 27.3 in March, to \$306,976. NBC's total for the quarter rose 7.4%, to \$12,841,636, and was up 3.2% in March, to \$4,304,344. The Red network increased 6.1% in the quarter, to \$10,061,816, and the Blue 12.6, to \$2,779,820.

Among newspapers seeking construction permits for Frequency Modulation radio stations, or planning to start operation soon,

are the St. Louis *Star-Times*, Chicago *Tribune* and Worcester *Telegram*. The Milwaukee *Journal* is on the FM air now.

* * *

WSJS, Winston-Salem, N. C., will join NBC June 26 as its 188th affiliate. . . . Six stations in the Mason-Dixon Group in Pennsylvania and Delaware joined Mutual Broadcasting System this month, making Mutual's total 130. They are WILM, Wilmington; WGAL, Lancaster, Pa.; WAZL, Hazelton, Pa.; WKBO, Harrisburg; WEST, Easton, and WORK, York. . . . KGLU, Safford, has become the sixth affiliate of the Arizona Broadcasting Co. network.

* * *

In its pamphlet report for 1939, CBS reported net profit of \$5,001,528.74. Assets are listed at \$19,309,981.77. . . . CBS opens this month new KMX twin studios of 400 seating capacity each, with adjacent executive offices, in Columbia Square, Hollywood.

* * *

The Bureau of Radio Advertising, National Association of Broadcasters, tells the story of a small ice cream retailer in North Dakota in No. 5 of its "Results from Radio" series.

* * *

Orson Welles broadcast of "The War of the Worlds" on Hallowe'en Night of 1938, which struck "1,200,000 Americans with terror," and got Mr. Welles a sponsor, Campbell Soup Co., is the subject of a scientific book, "The Invasion from Mars," by Dr. Hadley Cantril, associate professor of psychology at Princeton, just published by the Princeton University Press.

* * *

George Mateyo, formerly in charge of research with WOR, New York, has become assistant to Dr. Frank Stanton, research director of Columbia Broadcasting System.

* * *

The NBC-Red Network has issued a promotion book, with Peter Arno illustrations, called "It's Not Done with Mirrors." Instead, "it" is done with stations, programs, listeners and, of course, advertisers.



Magazine News

The rising advertising tide in national weeklies was emphasized by the *Saturday Evening Post* April 13, with the largest volume of any issue since September 12, 1931. . . . Life continues to gain, and is now second to the *Post* in lineage. . . . *Newsweek* reports increases of 63% in dollars, 28% in lineage for the first quarter.

* * *

The *New Yorker* has found in a subscriber study that the New York World's Fair, which begins its 1940 season May 11, should prove a "more powerful magnet" than last year. . . . *Town & Country* finds that 88% of its readers covered in a recent survey intend to travel in the United States this year, with 30% headin' South, 18% West. Fourteen per cent will visit the West Indies, 13% Mexico, 8% Canada.



Captain Billy Fawcett's oldest son, Wilford H., Jr., becomes president of Fawcett Publications.

Wilford H. Fawcett, Jr., oldest son of the late Capt. W. H. Fawcett, founder of Fawcett Publications, has been elected president of the company. Wilford, Jr., has been associated with the firm since 1930.

* * *

Richard E. Berlin, executive vice-president of Hearst Magazines, Inc., has reported that net profit from all operations in 1939, after interest, taxes and real estate operations, rose 27.8% in 1939, to a total of \$2,364,615.

* * *

Robert L. Johnson Magazines, Inc., will publish a magazine for patrons of the Ritz-Carlton Hotel, New York, bringing the total of magazines in the Upper Income Group to nine. . . . Ziff-Davis Publishing Co., Chicago, has introduced *Popular Pets*.

Congratulations, a magazine for mothers, will introduce a New York metropolitan edition June 15. . . . Because of similarity with *Good Housekeeping*, Joe Bonomo Publications, Inc., New York, has changed the name of *Good Healthkeeping* to *Healthkeeping*, "the Self-Betterment Magazine."

* * *

Arthur Hurd, former research executive for *Liberty* and McGraw-Hill, has become research director of *Newsweek*. . . . The Advertising Club of New York and Advertising Women of New York, Inc., joined April 5 in tendering a testimonial dinner to Anna Steese Richardson, associate editor of *Women's Home Companion*, on her 75th birthday.

* * *

Ladies Home Journal anticipated National Baby Week, April 29-May 4, with a story in its March issue on Ted and Ginger Chase, who expect their first baby in May. The Chases were reported as part of the *Journal's* series on "How America Lives."

* * *

Of the few monthly magazines which have had increases in advertising lineage thus far this year, about half are movie fan books.

APRIL 20, 1940

Business Paper News

Factory, a McGraw-Hill publication, will devote its August issue to "What Industry Can Do for America."

* * *

Department Store Merchandising, "a monthly manual for daily use by buyers, department heads and their salespeople," has been introduced by Merchandising Publications, St. Louis, of which Conrad Kutterer is president and Sidney Carter vice-president and general manager. Holmes & Stephenson, New York, have been appointed eastern representatives.

* * *

"To tell our story to all the manufacturers who make goods to be sold through the some 32 departments in a department store," *Department Store Economist*, New York, is supplementing its trade paper campaign with a series of promotional letters addressed to manufacturers selling through one or several departments. One letter, on National Cotton Week, carries at the top an illustration of a rabbit with a real cotton-tail. National Notion Week is emphasized in another.

* * *

Sam Hecht has become advertising director of the *Travel Agent and Traveloire*, New York. . . . Emil G. Stankey has been named sales manager in charge of advertising sales of the *Traffic World* and *Earth Mover and Road Builder*, Chicago. . . . Robbins Publishing No., New York, has opened a Cleveland office, in the Citizens Building, with George R. Ramei in charge. . . . H. N. Pickett, formerly vice-president and western manager of *Purchasing*, has become Cleveland representative of the *Petroleum Marketer, Chicago*.

On July 1, *Chemical & Metallurgical Engineering*, will change from a net to a gross basis of billing, increasing space rates to permit paying 15% commission to recognized advertising agencies on new business written after that date.

* * *

New business paper members of Audit Bureau of Circulations are *Display World*, Cincinnati; *Texas Contractor*, Dallas; *Improvement Bulletin*, Minneapolis, and *Photo Technique*, New York. . . . The *Financial World*, New York, has been redesigned by John W. Flynn. . . . *Drug Trade News* and *Food Field Reporter*, New York, have issued tabulations showing advertising revenues received by 33 magazines and by network radio from drug, toilet goods and food advertisers in 1939.

* * *

Electrical World is telling the world about the 605,000,000 "dinner pail dollars" which the electric utilities in this country are spending in 1940 for system expansion . . . to make jobs for men, orders for manufacturers, finally to make electric service expand. These 605,000,000 dollars and what they mean to the country will form the theme for the magazine's June 1 annual Edison Electric Institute Convention issue.

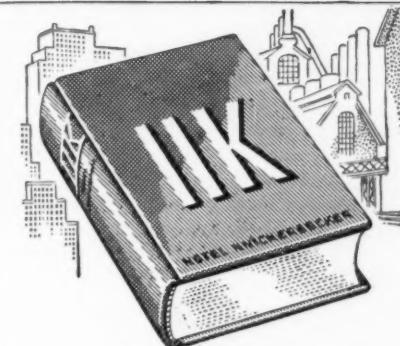
* * *

Agricultural Publishers Association, composed of national, sectional, state and specialty farm papers, is launching a joint campaign to emphasize the importance of the farm market. "The farm press," it is explained, "is indispensable to 32,000,000 people. . . . This year the farmer will spend more than nine billion dollars." Also, farming, in addition to having specialized problems, which concern the "entire family" . . . "generates different psychologies, emotions, responses."

HUSTLE WITHOUT BUSTLE

We're hustlers when the occasion demands but we don't make any noise about it. Our service is as cheerful and quiet as it is speedy.

Emil Eitel
Karl Eitel
Roy Steffen



A Bluebook
of
American Industry & Commerce

A MERICA'S foremost social, fraternal, commercial and industrial organizations repeatedly select this hotel for their major meetings, conferences and conventions. Executives and field representatives make the Knickerbocker their Chicago headquarters. The Knickerbocker not only represents the last word in new and modern hotel facilities, but gives you most for your money. You'll enjoy your visit in Chicago at the Knickerbocker.

ALLAN G. HURST
Manager



[43]



LETTER ROUND TABLE

If You've Written a Letter That Gives
an "Extra Satisfied" Feeling, Send in
a Copy to This Department. It May Win.

A "Self-Starter" That Should Start Ideas Flowing

Few of the letters which are quoted on this page can be used in their entirety by other companies. But the ideas they contain, the fresh approaches, unusual treatments, may be adapted *in part* by firms in lines of business far removed from the original writers'. Also, the letters will suggest to letter writers with a spark of ingenuity additional methods of meeting specific situations. And if you have read only a few groups of Round Table contributions you know that the writers are highly ingenious.

This preamble introduces a prize-winning missive by William E. Decker, of Woodbury and Co., maker of photogravure letterheads. His opening and closing are ones that can be tailored to fit a diversity of products.

"Can you remember hearing the old folks telling us about the time they used to go out to the store for '2c worth of Starter'?

"Those were the days when Mother made the bread for all the family—and before she could 'start' the bread, she had to get the necessary ingredients to get the desired results.

"I wonder if many of us in business today, writing letters, are paying as much attention as we should to what is just as necessary in a business letter—as that result-getting ingredient of mother's bread—the right 'Starter'?

"You will agree, I am sure, that the impression made when your letter reaches your customer or prospect is largely one of appearance—and that appearance depends to a large degree upon your letterhead.

"Is your letterhead a good 'Starter'?

"The enclosed specimen letterheads have been designed and produced by master craftsmen with the sole thought of giving the letters a good 'start' . . . and a good start is necessary for highest results.

"Look at your own letterhead! Is it doing its part to get your letters off to a good start? If you think it might be improved let us work with you toward that improvement . . . and a good starting letterhead won't even cost as much as that old 'Starter' mother used to buy. Start now toward a better starting letterhead by mailing the enclosed card."

A Date on the House for Prompt-Paying Customers

Saying "thank you" to customers who pay their bills promptly is a courteous practice that is growing in popularity. Jim Shirreffs, president of S & M Lamp Co., Los Angeles, sends us a letter in this vein

that does the job engagingly. Accompanying the gracious epistle is a box of dates. Mr. Shirreffs, and Wm. G. Shirreffs, vice-president, who sign it, add their birthdays as "my date." A neat touch.

"Good morning . . . just a few thoughts while you enjoy these luscious dates from the Golden West. . . .

"Peculiar thing, this business world . . . the fellow who doesn't pay his bills promptly gets all the attention, while those who pay pronto get nothing.

"And . . . while this IS a credit letter, it's different! Your organization has been paying so promptly, month after month, that we'd like to say 'thank you' for adding to our success and happiness.

"It's a pleasure to have customers like you. As we come to another Birthday 'date,' we can think of no better way to begin our new year than by saying—'thanx a million.'"

Just a Simple Request, It Brought Replies from 80%

Any form letter that brings in an average of 80% replies over a four-year period is noteworthy. With pardonable pride, therefore, Frank D. Green, sales manager of Robert M. Green & Sons, Philadelphia maker of soda fountains, points out that the letter below did just that. It's a simple request, of course, not a sales-maker, but nevertheless its record speaks for itself.

"We will greatly appreciate your advising us in the enclosed envelope as to whether or not you contemplate changing your soda fountain in the coming year.

"We dislike very much to annoy you with letters and advertising matter if you are not going to purchase a fountain, and yet if you are going to, we would be more than glad to have the opportunity to secure your valued business.

Prize-Winning Letters for March

C. L. WILLIAMS
Sweet's Catalog Service
New York, N. Y.

A. M. R. CHARRINGTON, JR.
Sales Manager
North American Smelting Co., Inc.
Philadelphia, Pa.

WILLIAM E. DECKER
Woodbury and Co.
New York, N. Y.

"Therefore, if you will be kind enough to just take a moment and advise us of your plans, we will be guided accordingly."

Checking Employe References Is Easy with This Letter

References from past employers are too often perfunctory affairs—a general whitewash applied to ex-employes in the spirit of "forgive and forget." Hence, they may mislead executives who are considering hiring a man.

In an effort to overcome this carelessness, indifference or false optimism, D. L. Kamman, sales manager of Kamman Furniture, Inc., Philadelphia, addresses the following to employers of men applying to him for jobs. Mr. Kamman might have added a word to the effect that replies would be held in confidence. Otherwise, his letter is comprehensive.

"Mr. John Doe is under consideration as part of our sales organization. May we call on you to give us such information as will assist in our decision.

"We realize the tendency to make a reply of this kind favorable, which greatly diminishes its value. But we feel you will agree that a frank exchange of information will in the long run be fairer to both applicant and ourselves.

"We shall greatly appreciate your filling out this blank in the same way as you would expect us to fill it out for you, and we shall be glad to reciprocate this courtesy at any time. A self addressed envelope is enclosed for your convenience."

This short questionnaire follows:

Name.....John Doe.....
Address.....Anywhere, U. S. A.....
Is he now representing you?.....
How long has he covered the territory for
you?.....
Is he a consistent producer?.....
Is he truthful and reliable?.....
Does he wear well with the trade?.....
Does he cooperate with the office?.....
If not now in your employ, when was the
arrangement terminated, and why?.....
.....

What Is This Round Table?

If you'd like to know more about the Sales Letter Round Table—how it functions, how letters are submitted, judged, awarded prizes, and then passed on to every member—drop a line to Robert E. Smallwood, of SALES MANAGEMENT. Prizes are not stupendous, but the exchange of ideas and results is (members tell us) invaluable.

ELIMINATE GUESSWORK!

THE ONLY BOOK OF ITS KIND IN EXISTENCE
EVERY PHASE COMPLETE, AUTHORITATIVE
— AND INDISPENSABLE



PREMIUM ADVERTISING AS A SELLING FORCE

By FRANK H. WAGGONER

Editor, Premium Practice Magazine
Associate Editor, Sales Management

PRICE

\$3.50

LET THIS AMAZING BOOK SHOW YOU—

- How to get maximum profit out of every campaign
- How to fix the value of the premium
- Whether your premium offer is legal or not
- What to avoid in selecting a premium
- How to merchandise the premium offer
- When and how to pre-test your offer
- When to use a direct premium—coupon
- Whether to offer cash or merchandise
- How to select the right plan
- How to prejudge results
- How to handle redemptions at least cost
- and the tested answers to scores of other questions.

Here is presented for the first time the sum total of successful premium experience over the years—detailed information on the whole subject of premiums, set down in orderly arrangement for easy and ready reference. One of the oldest of all selling forces and one of the strongest allies today to help all forms of advertising yield more orders is now reduced to infallible, money-making formulas, the result of years of costly trial and error. Tells WHEN and HOW and WHICH of the various types of premiums to select to do a specific job; what offers to use for jobbers' salesmen, dealers and

clerks, one's own sales organization, and consumers. Gives a digest of all laws, old and new, pertaining to premium use; tested campaigns for twenty-two sample industries; the right answers to every question about premiums that users, manufacturers, sales organizations, and advertising agencies could possibly ask. Not only is this the ONLY BOOK ON THE SUBJECT and therefore of immediate value to all who seek to improve methods and results, but its accuracy and scope guarantee its usefulness as second to none in the field of important advertising references.

PREMIUM PRACTICE MAGAZINE
420 Lexington Ave., New York, N. Y.

Enclosed is check money order for \$3.50, for which please send me "PREMIUM ADVERTISING AS A SELLING FORCE."

Name.....

Address.....

City..... State.....

SALES EXECUTIVE WANTED

to take full charge of the sales activities of a leading mid-western brewery. Because of the responsibility of this position, applications are desired only from those who have held executive sales positions with breweries, or with companies having marketing channels and problems similar to those of breweries.

Reply should give complete information regarding applicant's experience and other relevant matters. All information disclosed will be treated as confidential and inquiries will be made of past employers only after an interview and with applicant's consent.

Address reply to
BOX 720
SALES MANAGEMENT
333 N. Michigan Avenue
Chicago, Illinois

SALES ORGANIZER ADMINISTRATOR

With enviable record organizing and directing distribution for AAA office appliance Mfg. past 8 years seeks larger opportunity with national organization.

Appointed and trained new salesman '30 thru '38 covering U. S. Increased sales production both new and old men thru personal sales leadership in field. Outstanding results developing large industrials.

Convincing, forceful, successful. Age 42. Happily married. Full details exchanged in confidence. Address Box 713, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.



Tips



Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office please use a separate letterhead for each booklet requested, to facilitate handling. The address is **SALES MANAGEMENT**, Reader's Service Bureau, 420 Lexington Avenue, New York, N. Y.

"South" Pictures the People in the Birmingham Market

Markets are people, opines many a marketing man. Here's one who has carried that thought into action, and in a powerful brochure titled simply "South," interprets the people in a major market by candid camera methods. "South" is the story of ten men, their families and how they live, their occupations, their part in building an ever greater America. . . . We don't believe you can read it without mounting pride in these men, and the jobs they are doing with hand and mind. That's the kind of a market analysis it is, and we can find a place for many more such studies, interpreting markets on a true per capita basis.

Along with the ten men are the background data on industries, trade, transportation, which create the greater Birmingham market—for this is the story of Birmingham, of Muscle Shoals, towns and cities, lumber camps and a great university, all within the forty counties in a retail trading zone, the northern half of Alabama. The brochure, largely photographic, is the result of a series of auto trips—which are mapped, with time and transportation services shown—to typical communities in the area. The individuals portrayed are also typical of the working communities. For example—George Mahoney, men's clothier in Huntsville, 119 miles from Birmingham (3 hours by car; bus and rail connections) is introduced and pictured with his family, an active Legionnaire, interested in state and national politics, golf and hunting. Lives in a one-hundred-year-old French Provincial house, which he is remodeling and modernizing. The town, in the heart of the

cotton country, has three textile mills, and ships carloads of watercress to the northern and eastern markets. The page gives, for market reference, population, distribution, and income data for the three counties in this immediate area.

And so on, with sharply etched vignettes of men who are miners—but live well; who lumber—and live in a model housing project, purchasing homes at 50% of normal rental cost; who are scientific farmers, converting poor cotton land into green pastures, with blooded stock; who as medics have left the high priced big city trade up north and here in pleasant towns are establishing enviable practices, with time for real living and a civic as well as professional place in the community.

For sales and advertising executives concerned with means to cultivate this market, the brochure pictures and describes numerous merchandising services rendered to cooperate with advertisers. And for this and other data on the market, by all means write for "South," addressing Harry Bradley, the *Birmingham News*, Birmingham, Alabama.

17th Annual Milwaukee Consumer Survey Published

The 1940 "Consumer Analysis of the Greater Milwaukee Market," seventeenth annual edition of this old-timer among consumer brand preference surveys, has just been published by the *Milwaukee Journal*. To the hosts of executives who have followed this study from year to year, this announcement will suffice. Any newcomers into the marketing field, or into this phase of market analysis, if concerned in any way with distribution in the Milwaukee market, will find the study an amazingly complete and valuable barometer of the ups and downs of most national brands in the food, household equipment, tobacco, toiletries, beer and certain miscellaneous fields.

Since 1922, families have filled out and personally delivered to the *Journal* more than 100,000 questionnaires with the answers to thousands of questions regarding purchase, use and ownership of products. Data for the 1940 survey was compiled from 7,000 questionnaires, better than 3.5 per cent of the family population of the market. For distribution information, 500 representative grocery and drug stores were personally checked by members of the newspaper staff. An important point which seems to be exclusive with this study is its findings on store distribution on brands reported by housewives.

Data include the number of brands, number of families using each brand from year to year, average monthly purchases per family, trend of package and bulk volume, and per cent of store distribution of brands. Questionnaires were mailed to selected families, with controls regulating the number and type from each community. Forty-eight per cent of all questionnaires mailed out were brought back, filled out, by the recipients. Tests over the years have shown that all walks of life are represented in the returns. Each housewife is given a shopping bag filled with products, for returning the questionnaire, which is checked by *Journal* merchandising men for accuracy and complete response to the five pages of questions—one page of which requires the response of the husband or man of the house.

The study, exceedingly well arranged and cross-indexed, requires 100 pages, in a flexible binding, file size. Requests will be cared for by C. R. Conlee, the *Milwaukee Journal*, Milwaukee, Wisconsin.

PHOTOSTAT 5c!

Prints low as

Genuine Photostat prints now low as 5¢ to 8¢ each! Flawless reproduction of testimonial letters and orders, sales promotions, etc. For office duplication, often costs less than typing, contact boxes, offset. See for yourself! . . . Mail orders receive exacting attention.

MATHIAS & CARR, Inc.
165 B'way—1 E. 42nd St., N. Y. C. Tel. CO 7-4836

SALES CONTESTS

Planning and Merchandising

Sample copy of our Merchandise Prize Catalog, and brochure, "Information on Sales Contest Operation," furnished to sales and advertising executives without charge.

SALES CONTESTS, INC.
Talbot Realty Bldg., Dayton, Ohio

S A L E S M A N A G E M E N T

PERSONAL SERVICE AND SUPPLIES

Cash Basis Only. Remittance Must Accompany Order.

Classified Rates: 50c a line of seven words, minimum \$3.00. No display.

EXECUTIVES WANTED

SALARIED POSITIONS. \$2,500 to \$25,000. This thoroughly organized advertising service of 30 years' recognized standing and reputation, carries on preliminary negotiations for positions of the caliber indicated above, through a procedure individualized to each client's personal requirements. Several weeks are required to negotiate and each individual must finance the moderate cost of his own campaign. Retaining fee protected by refund provision as stipulated in our agreement. Identity is covered and, if employed, present position protected. If your salary has been \$2,500 or more, send only name and address for details. R. W. BIXBY, Inc., 118 Delward Bldg., Buffalo, N. Y.

EXECUTIVES \$2,400—\$25,000—This reliable service, established 1927, conducts confidential negotiations for high grade men who either seek a change, or the opportunity of considering one, under conditions assuring, if employed, full protection to present position. Send name and address only for details. JIRA THAYER JENNINGS, DEPT. A, 9 CENTER STREET, NEW HAVEN, CONN.

EXECUTIVE POSITIONS — The Executive Bureau's personalized advertising service offers a dignified, practical and confidential procedure to salaried executives of outstanding ability to complete the important first-stage negotiations for the higher salaried positions. The low cost of each campaign is financed and controlled by the client in a fair contract agreement. Identity held in scrupulous confidence. Inquiries invited from those whose qualifications can meet exacting requirements. THE EXECUTIVE BUREAU, 700 Plymouth Building, Minneapolis, Minnesota, or 821 Commerce Building, Rochester, N. Y.

LINES WANTED

ESTABLISHED MANUFACTURERS' REPRESENTATIVE covering Chicago-Milwaukee area, 20 years executive engineering background; both electrical and mechanical experience, charge product and tool design, with direction sales engineering for leading manufacturers. Wants line where this experience will prove a mutual asset. Box 704, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

The FOLLOWING SALESMEN AND/OR sales organizations have filed with SALES MANAGEMENT bids for new or additional products to be sold in the territory designated. Manufacturers interested in establishing contact with any of these sales representatives should mention the key-number at the beginning of the advertisement. This department is conducted solely as a service and SALES MANAGEMENT cannot guarantee the integrity of any of the individuals or firms represented in this list. To the best of our knowledge they are reliable. Address: READERS SERVICE DEPT., 420 Lexington Ave., New York City, N. Y.

Ag-79: Territory: Western N. Y., Buffalo. Wants lines selling to industrials, tool and machinery makers, either as manufacturer's representative or district manager.

Ag-80: Territory: All or part S. E. states, hdqrs., Birmingham, Ala. Wants additional lines to sell electrical and hardware jobbers.

Ag-81: Territory: Metropolitan New York, Phila., Baltimore, hdqrs., New York. Wants products selling to electrical mfrs. and jobbers, preferably motors and specialties.

Ag-82: Territory: Metropolitan N. Y., hdqrs., New York City. Wants novelty items for insurance companies or agents.

Ag-83: Territory: Metropolitan New York, New Jersey. Wants beverages and syrups. Has warehouse and delivery facilities.

Ag-86: Territory: Metropolitan New York, hdqrs., New York City. Wants notions or housewares items.

Ag-87: Territory: New England, hdqrs., Boston. Wants industrial, building, lighting, hardware and cosmetic products selling to jobbers, wholesalers and department stores.

Ag-89: Territory: Denver, Los Angeles and intervening states, hdqrs., Denver. Wants any meritorious product.

Ag-90: Territory: National, hdqrs., Buffalo. Wants attractive items to be sold by mail.

Ag-91: Territory: Metropolitan N. Y., hdqrs., N. Y. Wants exclusive distributorship for national advertised line in electrical hardware, automotive, toiletries or drugs. Will invest in right product.

Ag-92: Territory: Mich., N. W. Ohio, hdqrs., Detroit. Wants products selling to plant, power &

EXECUTIVES WANTED—Continued

production engineers, chemists or metallurgists in industrial concerns. Self-sustaining line or two non-competing lines.

Ag-93: Territory: Cal., hdqrs., Los Angeles. Wants lines selling through grocery and drug trade.

Ag-94: Territory Philippines, hdqrs., Manila. Wants auto accessories, electrical supplies, hardware, paper, stationery, chemicals, dyes, cutlery, silverware, brass & leather goods, textiles, drugs.

Ag-95: Territory: Pacific N.W., hdqrs., Multnomah, Ore. Wants mill supply, plumbing & industrial supplies selling to either jobbing or industrial trades.

Ag-96: Territory: Chicago, Minneapolis, Milwaukee, Duluth, St. Paul, Des Moines, Kansas City, St. Louis, hdqrs., Chicago. Wants hardware, drug, gift, dental supplies, school & stationery supplies selling to dept. stores & jobbers.

Ag-97: Territory: Ill., hdqrs., Chicago. Wants exclusive representation of meritorious product in Chicago and entire state of Ill.

Ag-98: Territory: Northeastern O., hdqrs., Akron. Wants beauty shop specialties; raw materials or machinery supplies used in manufacture of rubber products.

Ag-99: Territory: Metropolitan N. Y., hdqrs., New York City. Wants builders' hardware, tools selling to jobbers and dealers.

Ag-100: Territory: Madison, Milwaukee, southern Wis., Chicago, & Ill., northern Ind., river towns in Ia., hdqrs., Chicago. Wants products selling to automotive, electrical jobbers; mill suppliers; hardware, airconditioning, refrigeration wholesalers. Ag-101: Territory: Cal., hdqrs., San Francisco. Wants equipment selling to electric, gas, water, oil utilities, & municipal, state, & national buying agencies.

Ag-102: Territory: L. A. & territory, hdqrs., L. A., Cal. Wants products selling to doctors, dentists, hospitals, etc.

Ag-103: Territory: Ky., Tenn., hdqrs., Knoxville. Wants any meritorious service or product.

Ag-104: Territory: Pacific N. W., hdqrs., Spokane. Wants lines selling to hardware, electrical, furniture trades; dept. stores.

Ag-105: Territory: Ind., Ky., southwestern W. Va., southwestern O., hdqrs., Cincinnati. Wants lines selling to electrical, hardware, automotive & mill supply jobbers.

POSITIONS WANTED

SALES MANAGER'S ASSISTANT

Capable executive, accustomed to relieving busy sales manager of many important responsibilities in preparation of lines, direction of salesmen, marketing campaigns, sales promotion, sales service, selling costs, coordination with production; manufacturers of consumer products sold through retail stores.

Eight years present employment; possibilities further growth exhausted. New connection desired where general sales assistance may lead to more highly specialized field.

Clean cut, well educated, Gentle. Versatile, resourceful, dependable. Salary requirements moderate. Box 711, SALES MANAGEMENT, 420 Lexington Ave., N. Y. C.

THOROUGHLY EXPERIENCED ADVERTISING man, 28 years old, now in charge of Advertising for internationally known firm. Producer of outstanding direct mail-publication advertising-house organs—sales promotion—etc. Formerly Agency Copy Writer and Production Manager. Eager for greater opportunity with Agency or Manufacturer. Let me show you samples of my work. Address Box 718, SALES MANAGEMENT, 420 Lexington Ave., N. Y. C.

AN AMBITIOUS JOB SEEKER, graduating prominent business administration college next month (majored in marketing and merchandising) is anxious to prove his worth in sales promotion field. Are you interested in more details? Box 719, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

PHOTO POST CARDS

PHOTO POST CARDS

Newest, most economical method of displaying any product. Samples and prices on request. Graphic Arts, Hamilton, Ohio.

REPRESENTATION WANTED

WELL ESTABLISHED LOOSE LEAF MANUFACTURER is bringing on the market a new line of sales presentation binders. Based on new mechanical principles these binders are far superior to any now available. Fully protected by patent. Straight commission, exclusive territory. All or part time. Box 716, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

THE FOLLOWING MANUFACTURERS HAVE filed with SALES MANAGEMENT bids for sales representation in the territory or territories described, for lines designated. Sales agents interested in establishing contact with any of these manufacturers should mention the key-number at the beginning of the advertisements. This department is conducted solely as a service and SALES MANAGEMENT cannot guarantee the integrity of any of the individuals or firms represented in this list. To the best of our knowledge they are reliable. Address: READERS SERVICE DEPT., 420 Lexington Ave., New York City, N. Y.

Mf-36: Product: Artificial food reproductions sold to restaurants, meat markets, electrical stores, etc. Territory open: East of Mississippi.

Mf-38: Product: Metal turning lathe. Territory open: National.

Mf-39: Product: Steam unit heater and exhaust fan, for stores, offices, industrials. Territory open: National.

Mf-41: Product: Drug item to be sold by state, district, or county representative as side line or only line. Territory open: National.

Mf-42: Product: Water and metal treatment for boilers for industrials and buildings; hot surface paint for stacks, etc. Territory open: Mo., Wisc., Minn., and West.

Mf-43: Product: Office specialty, selling direct to commercial houses federal, state, county, city depts. Territory open: All except Chicago, New York City, Boston, Philadelphia.

Mf-45: Product: Modern streamlined computing scale for use in grocery stores and meat markets. Territory open: East of Mississippi.

Mf-46: Printing and advertising novelties, calendars, fans and printed gum tape. Territory open: National.

Mf-47: Product: Advertised drugs, toiletries, cosmetics and sundries selling to drug, dept. stores, chains and syndicates. Territory open: Wis., Ill., Ind., O., Minn., Ia., Mo.

Mf-48: Product: Roof ventilators, sold to roofing, sheet metal and heating contractors. Territory open: East of Mississippi.

Mf-49: Product: Battery compound for prevention of corrosion, sold through auto accessory, service station dealers. Territory open: National.

Mf-50: Product: Paint line selling to dealers, industrial maintenance, contractors. Territory open: Northern N. Y., Western Pa., Md., W. Va., New England.

Mf-51: Product: Portable, stationary money-meters leased to transportation companies, pools, beaches, amusement parks, toll bridges, etc. Territory open: National and foreign.

Mf-52: Product: Stationary coin meters leased to restaurants, lunch counters, concessionaires, etc. Territory open: National and foreign.

Mf-53: Product: Sideline for salesmen calling on retail drug and chain store trade. Territory open: National.

Mf-54: Product: Industrial heavy lubricant, established and repeating business. Territory open: S. E., and Canada.

Mf-55: Product: Paints, varnishes & specialties for jobbers, dealers, institutions & maintenance trade. Territory open: Eastern & central states.

Mf-56: Product: New low-priced dress & women's sportswear display form selling direct to variety, dept., & women's apparel stores. Territory open: National.

Mf-57: Product: New product for representative with bakery & restaurant following. Territory open: National.

Mf-58: Product: Drafting specialties & equipment selling to art supply houses, engineering depts., architects & schools. Territory open: National.

Mf-59: Product: Specialty product for home selling direct to consumer. Territory open: National.

Mf-60: Product: Automotive liquid cleaner that polishes & maintains silver surface; sold to fleet owners, service stations & garages. Territory open: National.

COMMENCEMENT

BY RAY BILL



HOUSES FOR \$2,500: A recent survey by the *Architectural Forum* reveals the actual sale in 1939 of 2,335 houses for \$2,500 or less and expected sales by the same group of builders in 1940 of 3,765 houses within the same price bracket. This will be an increase of 60%, which in most fields of business represents an excellent gain. But in the home building field it amounts to little more than a drop in the bucket.

The same survey discloses a listing by 60 builders of four major obstacles to large-scale building of \$2,500 houses. In order of importance they are (1) high cost of labor, (2) cost of materials, (3) lack of reasonably priced land, and (4) FHA land and construction requirements. Talking on this same subject of \$2,500 houses, Bror Dahlberg, president of the Celotex Corp., recently declared:

"The speed of development depends upon two things—the speed and thoroughness with which we remove the obstacles and the ability of capital and labor to recognize and act upon the opportunity before them. Never in the United States has there existed a shortage of houses and apartments even remotely comparable to that which exists at the present moment."

"At the bottom of the depression in 1932 there were more vacant homes than at any time since 1900. Since 1932 this condition has been steadily reversing and the ratio of families to homes has risen from 93.61% in 1932 to 100.25% in 1937. At the present time this ratio is still higher and is estimated to be about 101.25%; that is, for each 10,125 families there are now available only 10,000 homes, or an existing shortage of 125 homes for each 10,000 families. Such a rapidly rising deficiency as that of the past seven years has never before occurred in this country."

"Responsible sources estimate that there is a need for the erection of between 600,000 and 1,200,000 dwelling units each year for the next few years. There is no market today for industrial production and for the investment of capital which offers a greater opportunity than that presented by the building industry."

"The \$2,500 house is obtainable without abandoning our present channels of manufacture and distribution. The \$2,500 house is inevitable. It cannot be stopped; it can only be retarded by our own failure to remove the obstacles promptly."

Surely, the \$2,500 house justifies realistic cooperation among government, business and labor. Surely, too, the rest of industry has enough at stake in getting building actually back to normal to justify pressure for action from all sides. Meanwhile, the A. F. of L. building trades unions are now sufficiently under fire for alleged racketeering, monopoly and other malpractices so that it might be well for A. F. of L. to turn from a general defensive position to an offensive position in the sense of telling *first* what it can and will do to expedite mass production of \$2,500 houses.

CONSUMER ATTITUDES: The Annual Conference on Consumer Education which is staged each Spring at Stephens College, Missouri, is becoming an increasingly important indicator of trends in consumer education and also in so-called consumer movements. This year's meeting is reported in full on page 38 of this issue.

While the 1939 meeting at Stephens College was claimed by many to have been more than tinged with "red" and "leftist" thinking, the 1940 program left comparatively few such charges in its wake. On the other hand, it did disclose a rather discouraging picture of the difficulties which lie ahead.

Within recent years business has come pretty generally to recognize the soundness of much that is involved in consumer movements and is constantly manifesting its desire and willingness to cooperate along constructive lines with all worthy elements involved in the consumer movement. Government, too, is showing a disposition to foster harmony. Leaders of actual consumer groups seem somewhat divided in their attitudes.

The educational groups concerned with consumer movements are even more divided and in some quarters their leaders openly profess very little sympathy for a cooperative approach to the solution of problems with which business and consumers are jointly concerned. Illustrative of this attitude were the remarks at the Stephens College Conference by Dr. Robert Brady, associate professor of economics, University of California, and vice-president of Consumer's Union. Dr. Brady digressed from his printed address at the Stephens College Conference to declare emphatically that business and consumer interests are not identical any more than the interests of labor and business are identical. According to Dr. Brady, the consumer wants to get better goods at lower prices and business wants to get larger markets and more returns. As he sees things, it is a problem of bargaining; the same as with labor—a problem which cannot be solved by saying that their interests are identical.

If leaders of Dr. Brady's bent are to predominate, then more class conflict is in the offing and of a type which should greatly concern the sales side of American business. If the proponents of Dr. Brady's viewpoint are to be in definite minority, then there is urgent need for business to cooperate more and more extensively and more and more intelligently with both consumer and educational groups.

"I'll stick to my facts"

said the
**Advertising
Manager**



Old school advertising managers were often hunch players. Because reliable market data was not available, sales plans were based on intuition or guesswork. Sometimes they were right. The times they were wrong were many and costly.

Marketing research has changed all that. Today the alert sales and advertising executive has facts at his fingertips; positive facts gathered from reliable sources—facts which help him to plan for profits.

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From the

**7,900,362
RESPONSES**

WOmen, wanting to know how to garnish a roast, what to cook for children, how to bake perfect cakes, etc., wrote 50,079 letters last year to the Chicago Tribune home economics editor. Bridge fans, puzzled over playing problems, addressed 1,408 letters to the bridge editor. Goodfellows, inspired by the wish to give anonymously to the sick and needy at Christmas time, sent in 4,503 letters. Sufferers from lumbago, housemaid's knee, and other major and minor ailments mailed a total of 41,498 requests for advice to the Chicago Tribune health editor.

"Will it rain tomorrow?", "How cold is it?", were among the 134,554 questions relating to weather which were telephoned last year to the Tribune. New and faster sports bulletin service inaugurated during the year speeded the handling of 1,304,394 calls about baseball, basketball, boxing and other sports events.

"How are the roads?", "What about accommodations en route?", were among the questions asked by 52,739 motorists who called in person last year at the Tribune Public Service Offices. To these same offices came 23,483 persons seeking help in filing their income tax returns. Personal callers in quest of information on practically every subject from ancient history to the latest news numbered 196,712.

Attendance at the Chicagoland Music Festival, Anti-Aircraft Show, Golden Gloves Tournaments and other events sponsored by the Tribune during 1939 totaled 838,801.

The grand total of responses from Tribune readers in 1939 was 7,900,362—an increase of 627,639 over 1938. The volume of this response reflects the close personal relationship which exists between the Tribune and its readers—a relationship which accounts for the greater returns enjoyed by Tribune advertisers.

* * *

"Tremendously Successful"

"We are now in the second year of our campaign of advertising Manor House Coffee in the Chicago Tribune. We know from results that this advertising has been tremendously successful . . .



H. L. Mencken on a recent visit to Chicago dropped in to chat with Fanny Butcher, Tribune literary editor. The Tribune book department, now published each Wednesday, places the latest news and gossip of the literary world before Chicago's largest constant audience.



Muriel Maxwell, modeling a gown received a few hours earlier from Paris, is posed by Edward Johnson (left), Chicago Tribune color photo studio chief, and George Greb, color photographer. The resulting photograph, taken with the Tribune's one-shot natural color camera, appeared in one of the series of Paris fashions pages now being reproduced in full color in the Sunday Tribune Roto Picture section.

Paris styles . . . coffee . . . author meets editor . . . 7,900,000 reader responses . . . fly casters . . . grocery dollars . . . color costs cut . . . about circulation.

TOWER

greatest number of entries ever received for an event of this kind in the United States.

This is a typical illustration of the high degree of reader interest which begins on Page One of the Chicago Tribune and carries on undiminished page after page. It demonstrates the vital quality which has made the Tribune Chicago's foremost newspaper and its most influential advertising medium.

* * *

GROCERY ITEM

Last year, general grocery advertisers placed in the Tribune 48 cents out of every dollar appropriated for space in Chicago newspapers. This was 84% more than they apportioned to any other Chicago newspaper—more, in fact, than they allotted to any two other Chicago newspapers combined.

* * *

Color Costs Cut

Dr. K. E. Corrigan, of Detroit's Harper hospital, wanted to reproduce color photos of microscope slides for a paper to be published in the American Journal of Roentgenology and Radium Therapy. Recalling an article on color photography in the Sunday Tribune Color Graphic section, Dr. Corrigan visited the Tribune color studio in search of ideas.

When the article and illustrations appeared in the Journal, Dr. Corrigan wrote to Edward Johnson, Tribune color studio chief—

"I think you will be interested in the color illustrations in view of the way you helped us to make color possible for the Journal. You might also like to know that largely thru your efforts and advice the cost of the color page was brought down from \$900 to \$250."

* * *

March average net paid total circulation:

**DAILY, OVER 1,000,000
SUNDAY, OVER 1,200,000**

